DOCUMENT RESUME

ED 333 772 HE 024 403

AUTHOR	Ostar, Roberta H.
TITLE	Public Roles, Private Lives. The Representational Role of College and University Presidents.
INSTITUTION	American Council on Education, Washington, D.C.; Association of Governing Boards of Universities and Colleges, Washington, D.C.
SPONS AGENCY	John D. and Catherine T. MacArthur Foundation, Chicago, IL.; Lilly Endowment, Inc., Indianapolis, Ind.; Teachers Insurance and Annuity Association, New York, NY. College Retirement Equities Fund.
PUB DATE	91
NOTE	75p.
AVAILABLE FROM	Association of Governing Boards of Universities and Colleges, One Dupont Circle, Suite 400, Washington, DC 20036 ($12.95 members, $14.95 non-members; ten or more copies: $9.95 each members, $12.95 each non-members).
PUB TYPE	Reports - Research/Technical (143) -- Tests/Evaluation Instruments (160)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	*Administrator Role; *College Presidents; Donors; Higher Education; *Institutional Advancement; Interpersonal Relationship; Interviews; *Role Perception; Social Environment; Social Life; *Spouses; Volunteers

ABSTRACT

A survey of and interviews with 259 college and university presidents and their spouses (65 percent response rate from 400 distributed) sought to understand their role as "living logos" of their institutions. Results found that the position of president is a way of life which involves the entire family; that presidents and their spouses represent their institutions at between 100 to 170 events a year; that through their personal contact with donors, presidents and their spouses enlist financial support for their institutions; and that presidents and their spouses host from 50 to 60 functions a year for their institutions. Almost two-thirds of the presidents live in a university-owned home and use it for entertaining on behalf of the institution. Most presidential spouses, whether employed or not, volunteer enormous amounts of time for their institutions. The study concluded that presidents with their spouses function as the public personification of their institution, that this function is important to the advancement of the institution and that carrying out this role requires a large time commitment from their private lives. Several appendixes contain details of the survey design and methodology, the survey document, a list of tables, 16 references and a guide to abbreviations used in the graphs. (JB)

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Public Roles, Private Lives

The Representational Role of College and University Presidents

HE 024 203

By Roberta H. Ostar

Made possible by grants from The Lilly Endowment, Inc., The John D. and Catherine T. MacArthur Foundation, and TIAA-CREF

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Washington, D.C. 20036

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Foreword

Public Roles, Private Lives grew out of a burgeoning concern on the part of those who work with presidents and spouses of universities and colleges about the overwhelming amount of personal time these people devote to representing their institutions. There seems to be a considerable lack of understanding of the importance of this public role to the institution and a concomitant lack of appreciation and support for these efforts.

Publications such as *Presidents Make A Difference*, a report of a study directed by Clark Kerr; *The Many Lives of Academic Presidents*, by Clark Kerr and Marian L. Gade; and *The Community College Presidency*, by George B. Vaughan, discuss what sociologist David Reisman has termed "the personal side of the presidency" in terms of the involvement of the presidents and their families in the presidential role.

The Partners, by Marguerite Walker Corbally; *Myths and Realities* and *The Partnership Model*, by Roberta H. Ostar; and *The President's Spouse: Volunteer or Volunteered*, edited by Joan E. Clodius and Diane Skomars Magrath, describe the amount of time and effort presidential spouses spend on activities for the university and how being part of the president's family can dominate spouses' and children's lives.

Why should governing boards be concerned or involved in this particular aspect of the presidency? Because in representing the college or university, presidents and their families become "living logos" of the institution. In effect, they "market" the institution to its constituencies.

The institution—including the board—must recognize the importance of the president's representational role. Maintaining the university house and grounds, providing catering and reimbursement for entertainment expenses, and hiring support staff for the university special events (whether or not the spouse also volunteers to arrange and manage university events) are not simply perks for the president and spouse; they are responsibilities of the institution.

Roberta H. Ostar, who has directed three studies of presidential spouses for the American Association of State Colleges and Universities, initiated and directed the current study. Her observations are based on a survey and interviews conducted with a panel of private and public institutions, both two-year and four-year. (Proprietary schools are not included.) The American Council on Education and the Association of Governing Boards of Universities and Colleges have cosponsored the current project.

Each college and university has its own character, image, and challenges. We hope that trustees will find this report's data and recommendations useful in the vital task of governing America's institutions of higher learning.

We are indebted to The Lilly Endowment, Inc., The John D. and Catherine T. MacArthur Foundation, and TIAA/CREF for their generous support of and interest in this project. Special thanks go to Betty Corbally, who did the first study in this field, to Peggy Heim of TIAA/CREF, whose unfailing energy saw to it that the project got under way, and to Ralph E. Lundgren of The Lilly Endowment, for his perceptive interest and generous support.

Robert H. Atwell
President
American Council
on Higher Education
Washington, D.C.

Robert L. Gale
President
Association of Governing Boards
of Universities and Colleges
Washington, D.C.

Acknowledgements

I would like to express my gratitude and pleasure for the opportunity to work with Marian L. Gade and Dr. Meredith Ludwig. Without their experience in this particular field and their professional support and enthusiasm, this project would not have come into being.

Presidents and their spouses will understand the feelings that inspired this project in 1988. The time had come to update the statistics on presidential spouses with another survey (I had done three) of the American Association of State Colleges and Universities. At the time, I experienced a feeling of burnout and in looking for a new challenge realized that a survey of a group representative of all of higher education would provide more information. The project grew from a survey of the spouse's contributions in representing the university to a complete report on the public representational aspect of the presidency from the perspective of presidents (single and married), spouses, and children.

The project was initiated in consultation with Marian Gade, Meredith Ludwig, and Marguerite (Betty) Walker Corbally. Marian, who has done extensive research and writing in this field and is the coauthor of two books with Clark Kerr on the presidency, did the one-on-one interviews with presidents and spouses. From these interviews came many of the wonderful stories and quotes that illustrate our survey statistics.

Meredith, who serves as research director for AASCU and who had directed the 1983 and 1986 AASCU surveys, was responsible for conducting and analyzing the survey. She was assisted by Bernard R. Greene, a statistician with the National Center for Education Statistics. Laura Stapleton, of AASCU developed the graphical presentations of the data.

Betty Corbally, who pioneered the study of presidential spouses in 1977 with a survey and book, provided initial consultation, as well as encouragement and support throughout the project. I was also able to consult and draw on the experiences of an advisory panel whose members were Clark Kerr, David Reisman, Betty Corbally, and George B. Vaughan, who has written about the presidency of two-year institutions.

Thanks, too, go to Jana Dozier, senior editor at AGB, and Dan Levin, AGB vice president for publications, for preparing the manuscript for publication.

And finally, I want to thank AASCU. As the "volunteer presidential spouse" of AASCU's president, Allan W. Ostar, I gained the experience and vision to create this project. Without the assistance of the aforementioned people, as well as others who helped me untangle the mysteries of the computer and so on, I would not have able to complete this report. I thank all of you.

Roberta H. Ostar
Washington, D.C.

Highlights

A Way of Life

Presidents, spouses, and children tell what their life is really like.

"We don't think of it in terms of advantages/disadvantages... it is a twenty-four-hour-a-day job . . . really a way of life, and we love it."
—University President

Do You Know Where Your President is Tonight?

Presidents and presidents and spouses represent their institutions at between 100 to 170 events a year.

"Some nights the president will go off to one function, I to another, and we may meet at a third. We take every opportunity to 'tell our college's story.' "
—Presidential Spouse

A Love of Cantaloupe

One million for an early childhood program, more than a million for a research and productivity center, $750,000 for an endowed professorship. Presidents and presidents and spouses succeed in enlisting donor support for their institutions.

"Donors give to people . . . you have to get to know them, and they to know you. Look for common interests: 'What, you like cantaloupe, too? I love cantaloupe!' "
—President

Whose Parties are These, Anyway?

Presidents and presidents and spouses host from 50 to 60 functions a year for campus, community, alumni, and donors.

"These guests are friends of the college, not our personal friends . . . No one has 3,000 personal friends...certainly not a university president."
—Presidential Spouse

When is a House Not a Home?

Almost two-thirds of the presidents live in a university-owned home and use it for entertaining on behalf of the institution.

"The mystique of the president's upstairs draws everyone—they want to see how we live. We tried putting up an 'opera rope,' but they looked through the rooms anyway. I know it's not our house, but it is the only home we have."

—Presidential Spouse

PS: The Presidential Spouse

Eighty-two percent of presidential spouses, women and men, whether employed in their own career or not, volunteer enormous amounts of time for their institutions.

"Let me introduce the president's lovely and charming spouse . . ." The tag-along label afflicts both female and male presidential spouses. They'd like to be introduced as persons in their own right with perhaps some mention of their contributions to the university.

Endings and Beginnings

Conclusions

■ The president or the president and spouse are the "living logos" and function as the public personification of the institution.

■ The value of this public representational role to the advancement of the institution is great and can be demonstrated.

■ Carrying out these public roles requires a large time commitment from the president and spouse's private lives.

Recommendations

■ Recognize: Tell the presidential spouse privately and publicly how much his or her contributions mean.

■ Revitalize: Send the president on sabbaticals that will restore him or her (and the family) and lead to more effective leadership.

■ Compensate: Support the presidential spouse who volunteers for the institution with staff help, tuition remission, retirement annuity, or a title.

Introduction

Telling the university's story, singing the university's song to its many audiences—donors, legislators, taxpayers, parents, students, and even faculty and support staff—is essential to running a successful institution of higher education. Thus, the "marketing" of the college or university is one of the chief responsibilities of the institution's governing board.

Who can best do this job? Who is the natural "living logo," as Harvard sociologist David Riesman calls it, of the institution? The answer, in most cases, is the president or chancellor and, if applicable, his or her spouse.

This report is the result of a nationwide survey of a representative group of institutions and one-on-one interviews with presidents and spouses. It addresses four questions:

1. Is "telling the university's story" the responsibility of the president/chancellor?

2. Do these activities have a demonstrable value for the institution?

3. Do these activities impinge upon the personal lives of the president and the president's family?

4. How can the governing board most effectively support this effort?

According to our survey and interviews, the answer to the first three questions is a resounding "yes." As for the fourth, respondents named a myriad of ways governing boards can support the efforts of the president and his or her spouse.

The first chapter of the report attempts to paint a realistic picture of the private lives of college presidents, their spouses, and children. In the second, statistical data show how much of the presidential family's personal time is involved in representing the university. Developing donors' interest and trust is discussed in the third chapter. The fourth and fifth chapters describe the type and volume of entertaining done in the presidential home, as well as the problems inherent to living in a school-owned residence. The sixth chapter is devoted to the role of the presidential spouse.

The final chapter summarizes the findings and gives specific suggestions for recognizing the contributions of presidents, spouses, and families and easing the pressure of this sometimes underappreciated part of the presidency.

CHAPTER 1

A Way of Life

How can we get a real feeling for the life of a university president? Consider the following comments:

■ It's a way of life. Twenty-four hours a day, seven days a week, we're involved or "on call" for the college. We love it! We are committed to the job we do.

■ These presidential jobs are "killers." They involve the whole family.

■ The job is 20 percent brains and 80 percent energy.

■ If I were paid for the hours I put in, they ought to double the salary. But for the challenge and the excitement, the salary's fine.

■ The ministry is the example and predecessor for college presidents.

■ A good president must possess integrity and good human-relations skills. They are absolutely essential.

■ I use the house for a community resource, for making friends for the school. But until people realize that a woman president has no more time than a man president to cook, clean house, and so forth, there's still the problem of who will do this part of the role.

■ Often, as I attend the many functions, invited as the president, I think of myself as the university's "designated eater."

And the presidential family:

■ It's hard to explain, in just a few words, what a presidential spouse does.

■ "And what do you do?" I'm a domestic goddess. I lie on the chaise all day and eat bon-bons and watch soap operas. (This comment comes from a spouse who plans and manages nearly 150 events a year for the college and tires of this query.)

■ Among other things, a president's wife raises the children.

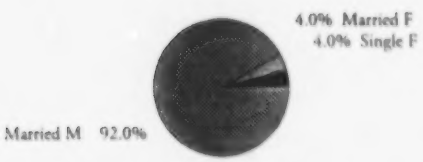
■ My teacher yelled at me today, Mom. She said the son of a university president should do better. The kids all laughed.

These vignettes come from the interviews of presidents, spouses, and children. As in the ministry and the social services, education in our culture still draws its leaders from a band of personally committed people. Their own personal commitment provides them with the vision and energy to do their jobs. Not for money but for love of educating our young people do they labor.

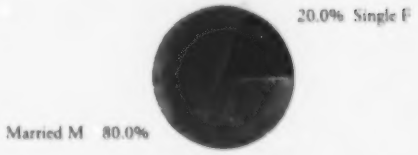
Who Are These People?

Presidents

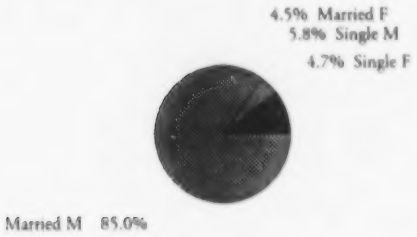
DISTRIBUTION OF RESPONDING PRESIDENTS
BY SEX AND MARITAL STATUS



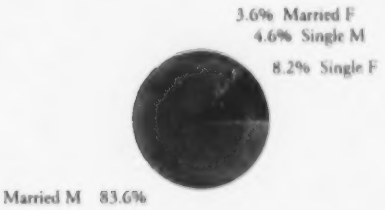
Public 2-Year Institutions



Independent 2-Year Institutions



Public 4-Year Institutions



Independent 4-Year Institutions

If one describes a "typical" college president, he would be married, about 54 years old, have two or three children under age 18 living at home, and have been in his job between six and seven years. However, if he is a she (as are 11 percent of the presidents), only about one-third will be married. The average age for single female presidents is 51 and for married female presidents, 49. Of all the presidents, the youngest presidents are at the public two-year schools, while the older presidents are at the larger four-year institutions of 10,000 students or more.

The married female presidents also have the shortest average tenure, 3.6 years, compared with 5.1 years for single female presidents. Single male presidents, who represent about 4.3 percent of the population of presidents, average an eight-year tenure, compared with the married males' seven-year average. (All tenure figures refer to president's tenure in the current institution.)

Most of the female presidents came to their present position through the traditional route of another presidency or the position of academic vice president. On the other hand, the background of male presidents is more varied. In addition to the traditional posts, they had held jobs as vice presidents for development, public relations, or student affairs or as deans, professors, and executives in business or the military. The variation in prior experience is greater for male presidents serving in private institutions. Most presidents, male and female, had come to their present college or university from a similar institution, whether public or private, research, comprehensive, liberal arts, or other.

This profile of the president has not changed in the last few years. An American Council on Education study by Madeleine Green, *The American College President: A Contemporary Profile, 1988*, and the College and University Personnel Association's (CUPA) 1988 and 1989 surveys report similar average ages and tenure figures. The married female president appears to be the newest arrival on the educational scene. Her numbers comprise a small percentage of the presidents and also show the youngest average age and the shortest average length of tenure.

Presidential Spouses

The female presidential spouse is typically 50 years old and has a master's degree (28 percent) or bachelor's degree (47 percent). More than 80 percent of the spouses answered "yes" when asked if planning and attending events on behalf of their institutions required a considerable time commitment. However, about 75 percent also say they chose this level of involvement—they were not "volunteered."

The male presidential spouse soon learns how to take a quick step back when the president is introduced and the guest mistakenly reaches for his hand. Although few in number (3.8 percent), male spouses still have their own part to play. Whether dancing with donors' wives at a formal ball or just trying to keep in touch with their families while holding down a job in another state, these male spouses identify their own special presidential spouse role.

Forty-three percent of the female spouses reported that they work in a paid job, while 100 percent of the male spouses work full time. Of the working female spouses, about two-thirds work part time, and a third work full time. Statistics on working spouses according to type of institution and the locations of their jobs are shown in a graph on page 33 in Chapter 6.

The effect of the women's movement on female presidential spouses, in terms of how much time they devote to the institution and whether more are taking up separate careers, has been a question of great interest. Statistics on presidential spouses with their own careers have been collected by the American Association of State Colleges and Universities (AASCU) since 1981.

The number of working spouses in the public sector has not changed much in the last decade. In the survey conducted for this project, 36.4 percent of spouses at four-year public institutions say they work outside the home. AASCU's figures show that 37 percent worked in 1981, 32 percent in 1983, and 34 percent in 1986. Although our survey shows 45.7 percent of spouses in the private sector work, no previous statistics have been collected on these spouses.

Although the number of working spouses has changed little, the nature of their work has changed significantly. Early surveys recorded almost all spouses working in education, health, or related fields. Later surveys have shown spouses holding executive positions or working in entrepreneurial ventures.

Another development is in the number of female spouses working at their husbands' institutions. Our survey shows 25 percent work at the college or university where their husband is president, compared with the figure of 9 percent in the AASCU surveys of 1983 and 1986. (See graph in Chapter 6.)

Most spouses still initiate, plan, and manage advancement events for the institution. The current survey reports 82 percent of the spouses, whether working or not, carry on

traditional presidential spouse activities on behalf of their universities. Earlier AASCU surveys showed a similar pattern. The type of career pursued by the working spouse seems to have little effect on the level of involvement at the institution. While one spouse, a brain surgeon, said she had no role in connection with the college, another, a criminal prosecuting attorney, reported she was quite involved in a volunteer role with her husband's college.

In addition to their presidential spouse activities, 91.5 percent of spouses, female and male, do volunteer work for their communities. About the same percentage of presidents also do community volunteer projects.

Presidents' Children

It is difficult to define the "typical" child of a president, but they all understand these remarks:

- "My mom doesn't work. She just lives in a big house and gives parties."
- "I wish I could run in the house after school and shout for mom, but there's always somebody there to be polite to."
- "No, my dad and I don't talk much. He's gone a lot."

Presidential families at two-year private institutions report the highest average number of children, averaging 3.5 per family, compared to the overall average of 2.8. About 13 percent of the survey sample reports having no children. About half the families include children under the age of 18 living at home, and about a third have older children at home. Some families report having children in both age groups, and some include the parents of the president or spouse as part of the "family."

Presidents and spouses were asked how the pressure of being the "president's kids" affects their children. They say the problem of moving and changing schools is the most detrimental to the children, followed in order by negative identification by peers, loss of friends, and health problems.

But being the child of a president has its advantages. One president's son had this to say: "It's neat being a president's kid. You get to eat up all the good food after the parties and sit in the president's box for football games!" Many of the older children say they gained experience and poise by helping host parties and meeting the university guests. They found this a great advantage when they went away from home.

Parents of the President or Spouse

The aging of the population in our country is evident in the lives of university presidents. Eleven percent of the presidential families are caring for an elderly parent of the president or presidential spouse in their home.

A touching description of caring for an ill and dying mother in the presidential home was related by a spouse at a recent national educational association meeting. The emotional and physical efforts required to provide loving care while also trying to keep up with the obligations in behalf of the university can be overwhelming. When the process is a long one, as very often is the case, the receptions, luncheons, and dinners for hundreds of friends of the college can sap the energy of the presidential family.

Many presidents and spouses do not always share their personal obligations with their governing boards and faculties. Generous support and understanding are usually forthcoming, when the situation is fully understood.

Conclusion

Presidents, spouses, and children are committed to their cause. They show it by their volunteer involvement in their institutions and communities. More than 80 percent of presidential spouses give significantly of their personal time in behalf of their institutions.

What do presidents and their spouses agree on? Two things:

- "If I ever leave this job, it will be because of the lack of privacy."
- "This is the most stimulating job in the world. I'd just about pay for the privilege of doing it!"

How Do They Live?

Being a Public Figure

Although college and university presidents may expect to become public figures when they take office, their families often are unprepared. The presidents may find the intense scrutiny a bit unnerving; the families find it shocking.

If the president had campaigned and won a political office, the family would have experienced a more public type of lifestyle and been prepared for the change. But because presidents come to their posts through appointment, the family has no way to prepare for the overwhelming, constant, and sometimes critical scrutiny they undergo, particularly in the public sector and in smaller communities where the college is "the biggest show in town."

- "I do feel as though we're living in a fishbowl. Before my wife was named president of the college we used to drive a Cadillac. We got rid of it of course, and now we drive a van—a more expensive car, but it doesn't show."
- "I could walk downtown and comment on the weather, and the word would instantly go around, 'The president's wife says it's a sunny day!' "
- A president and his wife who chose not to join any church report the community felt free to comment on this.
- Another couple report they spent more time in a larger, neighboring community than in the small college town. "The residents resent it. The president is seen as 'urban,' somehow threatening."

Although female presidents may expect public scrutiny, they do not particularly enjoy the pressure to conform to community expectations. The community finds many comments to make about whether she chooses appropriate clothing, whether she drinks, or who stays overnight in the president's house. One single female president, when hosting a male speaker at the college, headed off gossip by inviting her mother to attend the lecture and spend the night.

The Mystique of "Upstairs"

Privacy in a president's home on campus is a scarce—some would say nonexistent—commodity. One spouse reports that while the president's home was being renovated, everyone in town felt free to wander through and inspect it.

A student commented to a female president on the fact that the dryer was running at her home. "It's as if they're surprised that a president has dirty laundry to do, just like everyone else," she said.

A spouse mentioned that after receptions in the president's house, someone almost always whispers to her, "Isn't it nice that there's a menorah in the president's house?" She was amazed that "people really notice everything."

There is a mystique about the "upstairs" of the president's home. Presidential families who did not firmly designate their living quarters as private (which only serves to intensify the curiosity, of course) had many stories to tell. For example:

One president's spouse excused herself briefly from the receiving line, whispering to her husband that she was going up to their bathroom. Arriving at the door of their bedroom, which was being used for some of the guests' coats, she observed a woman, seated at her dressing table, going through her drawers. The woman, looking up, said, "I just love seeing how they live, don't you?" The spouse smiled politely, walked on through to the bathroom, and then returned downstairs to the receiving line. Shortly, her inquisitive guest, having finally come down to join her husband in going through the receiving line, found herself being introduced to the president's wife, who was rewarded with her guest's shocked and embarrassed look of recognition.

Guarded Friendships

Making personal friends for presidents, spouses, and children can be a difficult endeavor. Says a president: "I don't have personal friends. It's partly a function of time—there's not enough of it—and also not wanting to be claimed by any particular group. Politically, I am not seen as tied to any one interest; rather, I personify the college. I feel I am liked and supported personally, but my close friends are elsewhere. And fortunately, it doesn't seem to matter to our friendships that I'm not able to see them very often."

Presidential spouses find they are often seen as a conduit to the president or the university. "I've been disappointed a couple of times," one says. "Women seem to be getting to be my friends, and then I find out they want something, or they repeat a confidence. When you're new, this finding friends is a real problem."

Another female spouse says she's made good friends, but she has been at the college for 15 years. One of her friends is the widow of a former college vice president. ("She understands," says the spouse.) Another friend is a dentist's wife, and the two couples travel together and go on outings. Although she considers two faculty wives to be good friends, she's "more guarded with them."

Because presidents and their families must play their role seven days a week, making friends outside the "university family" proves to be a good safety valve and break from the pressure.

Unexpected Obligations

Not many people understand the financial obligations that go with being president. The president, spouse, and children often discover—to their surprise—that they are seen as "rich" because they live in a big house and socialize with corporate and business leaders.

One president, speaking of the impressive house and the president's role in fund-raising, comments, "The community doesn't seem to understand that college presidents are people who live in big houses and beg for a living."

Children of presidents may find their classmates expect them to be wearing the latest designer jeans and to have more money. They worry they will be seen as "stingy" if they don't treat their friends.

Presidents and spouses say they believe they are expected to give substantial wedding presents to donors' daughters, their babies, and so on. The local symphony and other causes may expect the university president to be a patron or supporter. Presidents are asked to

support charities or other groups at the same level as their social peers—corporate CEOs—although their salaries often are not comparable. One president reports his governing board sought to mitigate this problem by giving him a small fund for this purpose. Before that, the president was giving about 20 percent of his salary in donations—"Everyone asks, and I can't refuse."

Conclusion

Consider the following comments:

- "In a small town the position can be quite lonely. I am committed to higher education and to the socialization of college students. It is this commitment that sustains my energies, because otherwise our role can be lonely and carries tremendous pressure."
- "Only a handful of university presidents leave the job happy, retiring at their own pace."
- "After the first year, I wished I'd never taken the job, but now (seven years later) I am glad I did."

Presidents, spouses, and children soon become aware of how the presidency defines their lifestyle. It helps, says a female president, if you understand and accept the public scrutiny when you take the job. "I was conscious of the issues of propriety, but really didn't realize how fully I was moving into the public eye. Perhaps if one views oneself as a public person from the beginning, buys into that scenario, and modifies one's behavior accordingly, it might help avoid some heartache."

Being a public person helps explain people's "undying interest" in her life, she says. She realizes she will be judged more harshly for exercising normal rights, such as taking an active role in political campaigns, than she otherwise would.

One female spouse reports "the children didn't want it known that their dad was president. It can be hard on them." Another points out children can benefit from community expectations. "They can benefit from learning to respond to all the extra attention, compliments, invitations, and the responsibilities that come along with these."

One president and spouse described their commuter marriage. For several years, the spouse lived with their daughter, a concert violinist, near her school on the other coast. "The people took pride in our difference, our special relationship," the president reports. "Our daughter's career helped provide visibility. She performed in the state, and that reflected favorably upon the institution. She also has played benefits for the college."

Spouses generally conclude that the presidential life introduces them to "remarkable people" and allows them to share life with their husband or wife in ways other spouses cannot. Spouses who have children as well as a career and their presidential spouse role find themselves in a real juggling act. "You can manage any two of the three, but not all three at once. Trustees, please don't expect it!" says one spouse.

Final comments on the presidential "way of life:"

A Catholic priest: "I wonder how my married fellow presidents find time for their families."

A presidential spouse: "You have to be careful not to overstep the boundaries—but the boundaries aren't defined."

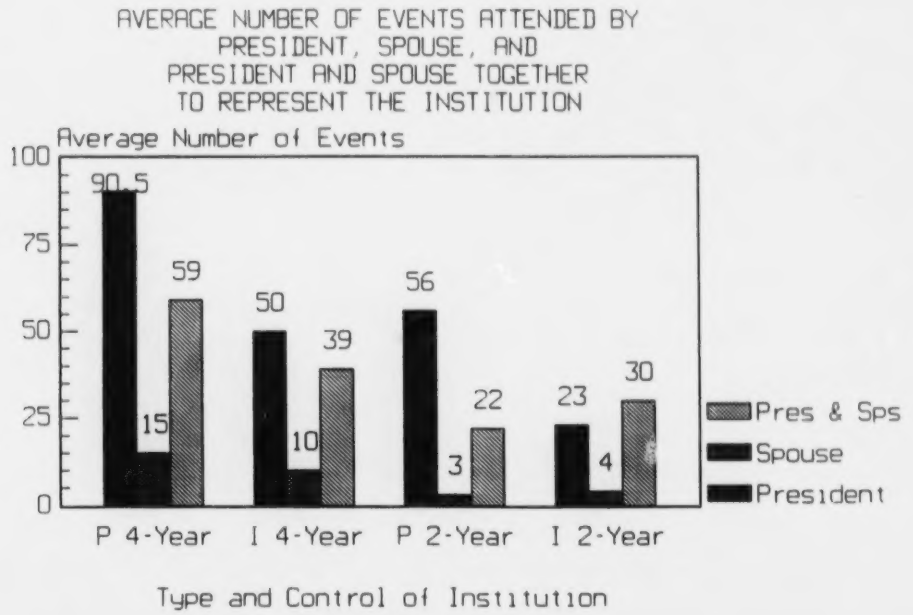
A president: "You can't expect one hundred percent from the president if things aren't all right at home. Maybe this means that the trustees should take a more 'holistic' view of the presidential household."

CHAPTER 2

Do You Know Where Your President is Tonight?

Every alumni club, civic group, and cultural organization wants the university president and his or her spouse to attend its function. Presidents and their spouses are two of the the most sought-after guests in the community. For presidents, these events are command performances. Who knows what friend of the university might be met and cultivated or what opportunity to tell the university's success story might arise? The simple presence of the president or spouse at the event reflects favorably on the university, just as their absence might be resented and subject to speculation.

"My husband and I have so many university-related functions to attend that we can't always go together. Sometimes, in one evening, he'll go to one, I'll go to another, and we'll meet up at a third," reports one spouse. "Now and then we get to feeling the activities are controlling us, rather than us controlling them," she says, "but I'm a people person. It's enjoyment for me, and meeting people and being part of the community helps build a positive image for the university."



Being the "living logo" is a full-time occupation for the college or university president. The graph on page 9 shows the average number of events attended by presidents, spouses, and presidents and spouses together. Dividing these events over the calendar year reveals that the president, spouse, or both are out representing the university at least eight to 14 times a month. Of course, these activites are not evenly divided over the calendar year. One spouse's story illustrates this demand on family life:

Making a presentation on the role of the university presidential spouse at a national meeting, this spouse said her husband had been serving as a dean when asked to be president. "After all," she said, "being the dean of a school was a very demanding job, and we said to ourselves, 'How different can it be?' " They soon found the time demands not only "different" but overwhelming.

In the discussion period following the presentation, the spouse was asked to comment on how the time demands had affected her family. The questioner asked specifically about the couple's young daughter. "Oh yes, we have a daughter aged six," the spouse replied. "She's in daily therapy. She'll be fine."

To the gasp of her audience, the spouse responded reassuringly. "Children are very flexible. She'll adapt. We have a student living with us now, a constant caregiver whom she likes. You see, we disappeared out of her life. Her Mommy and Daddy were suddenly gone almost every night. It's a new pattern of life, but she'll be fine."

Not every presidential family has such a dramatic story to relate, but they all have to balance the time required of them for social events with their personal time requirements.

Regardless of the degree to which the social aspect of the presidency impinges on their lives, however, they recognize the importance of the human dimension in sustaining the university. One president remarks that "friend raising" precedes fund-raising. A male spouse called friend-raising "a key part of the spousal role" and regretted that his full-time work and professional responsibilities made it difficult for him to travel with his wife for fund-raising and alumni speaking engagements.

Survey participants were asked how many alumni events versus student-recruitment events they attend. Those at four-year schools, both public and private, report they attend significantly more alumni than student-recruitment events; the results are reversed for the two-year schools.

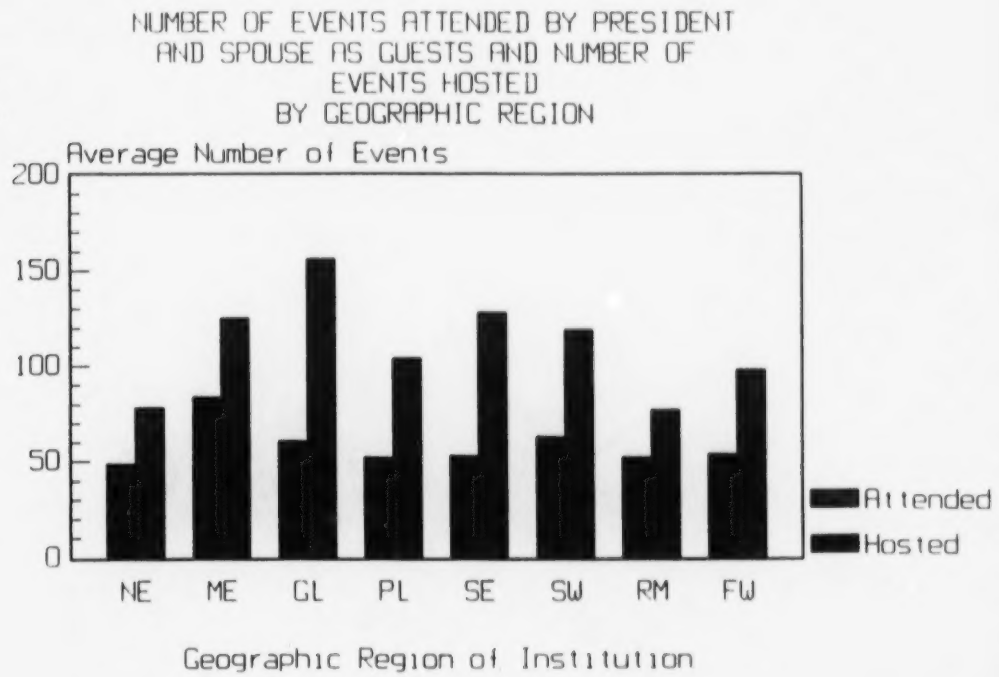
An interesting comment on the role of the presidential spouse is the significant number of events he or she attends alone. This demonstrates that the spouse, as much as the president, represents the institution.

All in all, the president, spouse, or both go out more than 100 times a year to sing the university's song, to tell its story. Nobody can really think a president is hired—or paid—for all the time he or she logs. Shouldn't the presidents, as well as the spouses, be given credit for volunteering a considerable amount of their time and energy for their institutions?

Personal financial commitment on the part of the president is an issue as well. "We attend two or three major social events a month, complete with black tie and formal dress. This is a very social town, always having galas and other social events. If it's a 'good cause' event, there may be a contribution to make, as well as a ticket to purchase, and certainly appropriate dress is required for both the president and me. It can all add up [financially]," comments a presidential spouse, "but it wouldn't do not to be part of this important aspect of the community."

"My college's town is very active socially," agrees a female president. "This may be partly a 'Southern' situation. Fortunately, the social role is something I enjoy, and there are many opportunities to talk about the mission of our college."

Regional entertaining patterns speak to the changing culture of our country. Although the South used to be thought of as the most social region, statistics gathered by surveys of the public institutions of AASCU noted in 1983 that the Southwest, the Plains, and Great Lakes regions were becoming the leaders (see the survey form in the Appendix for states listed in each region.) The graph below shows the number of events hosted by region, as well as the number of events attended in each region by the president and spouse.



The benefit colleges and universities receive from the time spent by presidents and spouses as "roving ambassadors" may be hard to measure, defined as it is by "goodwill" and "friend raising," but sometimes immediate results show:

"We visited one of our alumni groups in Texas. An alumna called the following week and started procedures to institute an endowed scholarship in her mother's name."

Presidents and their spouses do embody the college or university. Subtle feedback, rather than clearly stated expectations, govern these roles. It takes time for a president to discern which events hold the most important emotional value for various constituents—and even more time to attend them all—but it's an investment that pays off both in the short and in the long run for the university.

CHAPTER 3

A Love of Cantaloupe

"Donors give to people, not to institutions" is one of the oldest sayings in fund-raising, and no one knows this better than presidents. Establishing trust with donors is absolutely essential, they say, and personal contact fosters that trust. As one president says, "You seek to learn as much about a potential donor as possible, looking for that common bond. 'What? You like cantaloupe, too? I love cantaloupe!' "

The value of personal contact is borne out by the results of a recent study on fund-raising, conducted by Bruce A. Loessin and Margaret A. Duronio of the University of Pittsburgh. The researchers selected ten colleges and universities, both public and private, from a group of 100 institutions that already had been proved successful fund-raisers in a previous study. What they found was that successful fund-raising at colleges and universities requires effective leadership from the president, not elaborate strategic plans.

"Many people asssumed that presidential leadership was important to development programs," Loessin says. "What is entirely new here is how important it is. It turns out to be not one of the factors, but by far the most important factor stimulating institutional advancement."

"In larger universities, that translates into tens of millions of dollars," he adds. "One of the elements we saw was the tendency of these presidents to take the initiative, rather than being responsive. Successful presidents at colleges and universities did not wait around for programs to be brought to them, they were personally involved in making the arrangements."

One president in our study was active in the American Leadership Forum, an organization that fosters community leadership by sending participants on Outward Bound programs. During these wilderness adventures, otherwise independent and self-sufficient people learn to trust and work with one another. The president compared this bonding and networking process to what happens in the informal interaction of fund-raising.

"Asking someone for his or her money is very personal and requires these personal and social ties—it's even better if you can play raquetball or climb mountains together," he says, "but failing that, the friendly, informal social events are best. We involve students a lot in this social interaction. We get goodwill and understanding of the college's goals from the students as well as the donors from these parties. These efforts are returned in goodwill tenfold."

Another president of a small, private liberal arts college complains that "we're all being turned into hucksters. It's a sales job." However, he agrees that the president must be an "entrepreneur." This president had come to a college "headed for bankruptcy" and took pride in his leadership, which had "turned the college around."

A chancellor of a public research university says she spends about 25 percent of her time fund-raising and expects it to be closer to 50 percent someday. She says her colleagues at other public research institutions already spend about half of their time raising money, while those at private institutions spend close to two-thirds.

Friend-Raising and Fund-Raising

Many events serve double purposes. One seminary held a lecture to which special guests were invited for fund development. The lecture was followed by dinner for the potential donors and a few selected faculty in the president's apartment. Talk at the dinner was informative and served to introduce the seminary to new friends.

This same institution held luncheons at the president's apartment for invited seminary friends at which the president, faculty, or students presented topics of broad interest. The president described it as "public relations and fund-raising, as well as often entertainingly instructive."

Although most people agree that the president bears the responsibility for cultivating donor interest in the college—often by hosting social events—these fund-raising efforts still can backfire. If the president and governing board fail to make clear the official nature of these responsibilities, the university community, as well as taxpayers, may resent what they perceive as "perks" for the president.

Says one president, "People don't understand what it costs to cultivate healthy, long-term relationships. You have to be extremely cost-conscious. The faculty may not understand or approve of the corporate culture and its lifestyle, but that's where most of the donors are."

One single female president, whose college has raised $3.5 million in a capital campaign, says, "What donors want to see in a president is warmth, love for the institution, time commitment, and vision. You don't need a family to exhibit it. You need to be trusted to tell the truth, to talk like a real person."

The personal touch can make or break a president, says another respondent. "You can run an efficient organization, but without the personal factor, you can fail as president."

Some donors won't give until they know the president personally, become friends, and get the approval of their spouse. The spouse of the president plays a large role in this personal transaction. One president's spouse points out that the president could take a donor out to a restaurant without her, but she was expected to attend if the donor was being entertained in the president's home. Another spouse reports good results from accompanying her husband on trips. Female donors responded particularly well to her, she says.

Presidential spouses have been known to woo donors on their own as well. One presidential spouse from a large, private university entertained a group of potential donors' spouses at a prestigious local department store's fashion show. Another initiated an annual event honoring women leaders in her university community—an event that soon attracted the governor's wife as a cosponsor.

Successes

Building trust and goodwill naturally has long-term benefits. In our survey, we asked presidents to document the importance of their representational role by pinpointing benefits their institutions had received. All institutions, public and private, large and small, are represented in the responses, a few of which follow:

- $1 million to enhance the early childhood development program in the school of education—followed visits and entertainment of prominent alumnus.
- $10 million gift—followed visits and dinner for vice president and trustees of a major foundation.
- $1 million endowment for a professorship—followed two-day campus visit by donor (special dinner, breakfast, luncheon).
- More than $1 million for a research and productivity center on the campus appropriated by the state legislature to assist state businesses—followed an event where the president and spouse hosted the appropriations committee at a neighboring government research facility
- Endowed professorship at $750,000 and subsequent gift of $500,000—followed luncheon given by the president and trustees for various prospective benefactors.
- Major gift to establish a research institute at the medical center—followed small luncheon given by the president.
- Endowed professorships and large gifts, helping to reach $50 million goal—followed capital campaign luncheons held in the presidential home by president and spouse for trustees and major donors.
- New department (14 offices, four classrooms and one resource center) completely furnished by donors—followed inviting two couples per week for lunch with their president and a tour of the renovation project. The potential donors were shown plans, diagrams specifying costs of the various rooms, and so forth.
- Agreement to exchange researchers and data with the Soviet Union—followed a series of dinners for Soviet scientists.
- Boost in membership to the President's Club—followed small group socials.
- Increased alumni donations—followed visits to alumni chapter sites.
- Corporate gifts—followed one-on-one luncheons, group breakfasts, and dinner including university and community guests, as well as corporate guests.

Conclusion

"The prior social contacts are very important in the cultivation stage of donors;" says one president. "The more accessible you can be, the better."

A presidential spouse adds: "It's considerate of the donors to spend time informing them of the university's needs. People do benefit from getting involved in the life of the university—through the arts and cultural events, through providing internships for students, attending open lectures. If the donor understands the university and feels good about his or her gift, you've given them a gift in return."

All surveyed agreed that in fund-raising and friend-raising, the personal touch is essential.

CHAPTER 4

Whose Parties are These, Anyway?

Tradition

"If you do something one year and repeat it the next, it becomes a tradition, so beware," is the advice of one experienced presidential spouse. In colleges and universities, which have traditions dating to medieval times, and where ceremonies and rituals mark the passage of the academic year, a simple party can take on a life of its own.

Yet one president says, "Traditional events are important. They hold a campus together, providing both the community and the campus with rituals."

One presidential spouse was surprised to find tables and chairs being moved onto "her" lawn one day and, inquiring into the matter, found that she was expected to entertain the town's garden club the following day. After all, her predecessor had done so, and no one had thought to ask if she was going to continue the tradition.

Another spouse who lives in a house that is part of the city's historical district plans to supply her successor with a folder of information on each community event held in the presidential house. The folders will include names of people who have helped stage the events, should the future president and spouse decide to continue hosting them.

The importance of hosting these events in the presidential house is clear. One spouse recounts her experience when she moved the Christmas party to the college dining room, a space that could better accommodate the crowd. "Attendance dropped from 300 to 125. People really want to come to the president's house. Next year we moved it back and had 300 again," she says.

Few presidents come to the job with clear signals regarding entertaining, yet most agree that the social immersion is an "educational process." And although the president's job description does not address the particulars of his or her social life, there are unwritten expectations, especially if the institution provides the president with housing.

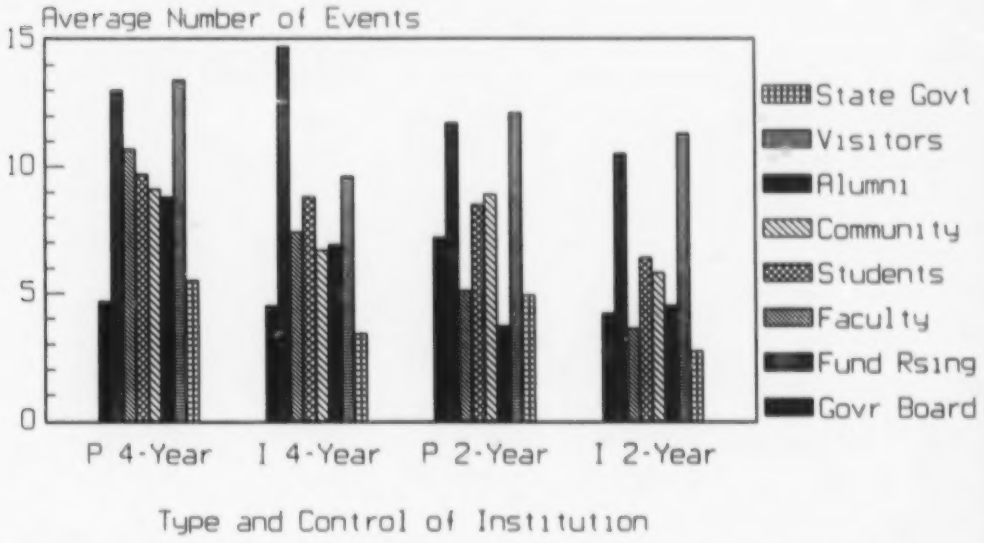
Trustees, donors, alumni—and, in the case of public universities, state legislators—expect to be entertained by their university and president. This social interaction, presidents say, is a necessary and important means of communication.

Several of the presidents in our study, however, took office following a president who had entertained little, at least in the latter years of his or her tenure. The reasons varied: flagging energy, failing health, an adversarial relationship with the board or faculty. New presidents in this situation found few expectations, but great appreciation, for the entertaining they chose to do.

However, in one case, having an inactive predecessor backfired. The new president and spouse had high expectations for a social and public role, including entertaining in the president's house. However, the systemwide governing board, unused to this idea, at first could not understand the benefit of such entertaining and why it should be supported at institutional expense.

Parties for "the President's Friends"

NUMBER OF EVENTS HOSTED BY PRESIDENT AND SPOUSE BY AUDIENCE AND BY TYPE AND CONTROL OF INSTITUTION



The title of this chapter, "Whose Parties are These, Anyway?" refers to a common misconception, often held by the faculty, college community, and sometimes the governing board, that the social functions held at the president's house are somehow personal enjoyments, an unnecessary frill, or a perk of the presidency. It is difficult for presidents and spouses, while trying to make each guest feel special and honored by the university, to explain to these same guests that:

- They are friends of the university, not simply of the president and spouse.
- These "friends" may number in the thousands.
- The university should support these social events financially, because they are designed to, and do, benefit the institution.

Fund-raising, in fact, is the major purpose of social functions hosted by the president and/or spouse. Of all presidential entertaining, 17 percent in the public sector and 26 percent in the private sector is aimed at raising funds for the university. The other social events "sell" the university to its own—faculty, students, and alumni. These events build pride and friendship and eventually lead again to fund-raising.

In surveys conducted by AASCU in 1983 and 1986, entertaining for fund-raising ranked third behind entertaining the community and the faculty. These efforts were

considered more "friend raising" than direct fund-raising. The growing budget crunch in education is undoubtedly responsible for the increased emphasis on fund-raising, both in public and private institutions.

Most presidents and presidential spouses truly enjoy people—they wouldn't be in their jobs if they didn't. And generally, they enjoy parties with university supporters; the problem is the sheer volume of entertaining. It consumes much of what otherwise would be personal and family time, reinforcing the need for sabbaticals to rest, revitalize, and reinspire the president and family.

As one presidential spouse pointed out, "If you live in an area where the benefits of official entertaining are understood, it's not so much of a problem. In Washington, D.C., the community and the governing board understand that donations skyrocket after gracious—and expensive—entertaining in the president's house."

Regional statistics reported by our survey show that presidents and presidents and spouses in the Mid Atlantic section of the country, which includes Washington, D.C., hosted the most social functions. They averaged over 80 functions a year for a yearly average of more than 4,000 guests. The Southwest averaged 63 functions, while the Great Lakes region averaged 61, both for over 3,000 university guests. Averages give one kind of picture of this activity, but the results varied widely among institutions. One survey respondent reports two events a year, while another couple says they hosted 608 each year!

As one president summarizes, "All events benefited the institution directly. All functions centered on the institution through its various constituencies—students, faculty, alumni, boards, friends, community. The campaign for the institution raised $350 million over five years. Most of the monies were an outgrowth of entertainment, originally."

Presidential Spouse as Organizer

Several female spouses commented on the importance of managerial tasks in performing their job as university hostess. They say it is necessary to develop systems and train campus personnel to assist in handling large events.

In addition to food service, these systems include assistance with guest lists and invitations, record keeping (one spouse kept computerized files that contained everything, including who got the hiccups when they drank red wine), security for events in the presidential house, set-up and clean-up, coat-checking, decorating, and so forth. One spouse notes that no one had ever planned a large university event prior to their coming; she had to invent the systems. Another believes that the managerial job she does as a volunteer would be a $50,000 to $60,000-a-year job if compensated at corporate rates. The task of planning events for between 1,500 and 5,000 guests a year is a managerial task of immense proportions.

The interviews and survey explored at some length how this university entertaining is carried out, from who sends the invitations to who cooks and cleans up. If a volunteer spouse takes full responsibility (usually without any formal delegation of such duties), she may spend almost five hours planning *each* function. Staff members often assist, but it is frequently unclear to whom they are responsible; "reporting" to a presidential spouse who is not on the university payroll can cause resentment.

Almost 58 percent of the spouses who have some secretarial assistance are "full time" volunteer presidential spouses, compared to 42 percent who receive assistance but have their own careers in addition to working on university events as a volunteer.

When There's No Spouse

Single presidents and presidents who have a "commuter marriage" were consulted to see what arrangements their institutions made. One single female president says she had to demonstrate that "the public/social piece of the presidency doesn't fall apart with a single woman as president." She has a full-time coordinator of the president's house who works closely with her administrative assistant. Together they keep a chart of which guests have been invited from various groups. They rotate invited guests and maintain a balance among groups for each event. The home coordinator, a former drama teacher, "sets the stage," from arranging the furniture to deciding which fireplaces to light. (Community goodwill and financial support have increased steadily since this president took office.)

Another single female president, who presides over an institution located in a small town, sensed concern during the search process about how her marital status would affect her ability to entertain. She assured the governing board she was well aware of the rules of propriety in a small town and announced she was prepared to entertain, and moreover, was comfortable doing it alone. She reports board members seemed relieved the issue had been raised, although they obviously were not prepared to raise it themselves.

Although many institutions recognize the need for paid staff assistance to help presidents fulfill their representational role, most have not put a proper price tag on this help.

A third single female president, who understood the value of such assistance and was determined to use the president's house for friend-raising and fund-raising, requested permission to hire a "house manager" at the salary of $30,000. Public reaction was dramatic. Some on campus did not see the need for such a person, many thought the salary was too high, and others were totally supportive. The president realized that many people did not understand the extent and worth of the public functions of the presidency, usually carried out by *both* president and spouse. After the president hired a temporary person for the position and began hosting events, the underlying goals of the events became clear. Ultimately, the title was changed to "assistant to the president for community relations," thus expanding the responsibilities. The position then was made permanent.

All single presidents face this situation, of course, which led another female president to comment: "As a female CEO without a spouse, I feel I am doing two jobs. It makes it very difficult."

According to our survey results, single female presidents work hard at this aspect of the presidency. They host an average of 69 functions a year; married male presidents host 60. They entertain twice as often as single male presidents (33 times) and also more than married female presidents (53 times).

The Absent Spouse

In some cases, the presidential spouse has a career elsewhere or cannot relocate immediately after the president takes office. One president, whose wife could not be with him at the start of his new job, organized social events himself, using his secretary, assistant,

and food-service staff. Soon, his staff could handle events without his constant supervision. Another president, who was single when he took office but later married, at first did all the cooking and cleaning himself to prove he could do the job without a spouse. Subsequently, he hired a housekeeper and a social secretary.

In both cases, when the spouses arrived on the scene, they found well-functioning social-events programs in which they could participate, but did not have to take on as a full-time volunteer commitment.

Who's Invited

Guest lists and seating plans for presidential events are crucial. The presidential spouse at any university with a football team will tell you that deciding whom to invite to the president's box and where to seat them makes planning a wedding seem like child's play—and there's a football game every week. One spouse devotes the entire month of August to working out these arrangements.

The university or college's development or alumni office may assume responsibility for some guest lists and invitations, but in other schools, even large institutions, the presidential spouse may handwrite all invitations. Several spouses report university offices sometimes issue invitations in their name without consulting them. One spouse, a self-described feminist, was surprised to find the development office issuing invitations in her name to an event scheduled at a downtown club that did not admit women as members.

Most presidents and spouses insist on final approval of guest lists. Even the most professional and experienced development officer and alumni director won't be privy to the wealth of information on community and campus leaders and donors collected by the president and spouse. For this reason, the president and spouse are an incalculable resource in planning university events.

The Caterer

The majority of institutions (82 percent of public four-year schools and 65 percent of private four-year schools) rely on the campus food service as the "caterer" for presidential parties. One unexpected and time-consuming task for presidents and spouses is instructing food-service personnel on menus and service appropriate to entertaining in the president's house. If the college draws its employees mainly from the surrounding region, the food service may specialize in local styles that, while pleasing to students, may result in what one president's spouse described as "funny-colored gravies" that she hesitates to serve to the university's guests from out of town.

A few spouses and presidents report they enjoy cooking for their guests. But even these did not cope on their own with the large volume of university guests and events. A spouse who moved from one institution to another found her reputation for excellent hors d'oeuvres had preceded her. Another commented that people approached her and frankly said, "Your appetizers are much better than your predecessor's. She just served a piece of cheese on a Ritz cracker." The spouse wonders what these same admirers will say about her when she leaves.

Our survey shows a majority of presidents and/or spouses use some of their personal possessions to entertain, regardless of whether they employ a campus food service or professional caterer. In 80 percent of the public four-year schools, a combination of

personal possessions and university and/or caterer's equipment is used. In four-year private colleges, 55 percent use a combination. Unfortunately, this sharing of equipment and furnishings can lead to situations such as the one that brought forth this anguished query: "When at a university event the caterer's chafing dish blows up on the college's antique table, ruining your grandmother's heirloom Irish lace tablecloth, whose insurance pays?"

Thus, contributions by the president and spouse to the welfare of their school may be in material goods as well as time. One presidential couple chose to personally buy linen, dishes, glasses, and silver to serve 50, considering it their contribution to the institution.

It is important, say presidents and spouses, to match the style of entertainment to the social mores of the region and community and to exercise common sense in spending money on events. Some functions demand special dishes, but for informal dinners with faculty, one president serves lasagna as a cost-conscious choice, rather than roast beef. Another hosts potluck dinners for faculty, staff, and their families.

In a large city, on the other hand, cocktail receptions may be the rule, with more exotic hors d'oeuvres and appropriate dress. Several presidential couples report they attend two or three black-tie events a month, with the newspapers always noting what the presidential spouse wore.

Although 62 percent of the presidents and presidential couples responding to our survey live in university-owned houses, they are not the only ones who must entertain. Presidents living in their own homes entertain university guests there almost as much as their counterparts housed in university quarters. The median number of events hosted by presidents of public four-year universities living in university-owned houses was 60 per year, 52 for those living in private houses. In private four-year schools, the median for those in university-owned houses was 49 events a year, compared with 37 for those in private houses.

Who Pays?

Because these events are held for the institution's benefit, and those entertained are friends—actual and potential—of the institution, it seems logical that the institution should build adequate financial support for these events into the budget. However, many institutions do not. One state supplies no public money to its colleges and universities for "entertaining," while another specifies that the money not be used for "state employees," leaving the president to host the staff and the faculty at personal expense.

During the first five years of one president's tenure, the presidential spouse did all the cooking for parties, and the couple bore all expenses for entertaining. They now receive financial support from the alumni, and the food-service contractor donates its services. However, the president and spouse still bear many entertainment expenses, such as alcohol.

At many institutions, however, the food question has been settled. Our survey shows most institutions use the campus food service or hire a caterer for presidential events. However, in situations where the president and/or spouse purchases the food and prepares it, only 65 percent in public institutions and 75 percent in private institutions are reimbursed for the full cost. Some report partial reimbursement, and 3 percent of public-institution presidents and 5 percent of private-institution presidents still pay for food out of their own pockets.

Respondents to our survey who live in university-owned residences list housekeeping, food service, set-up and clean-up, secretarial, maintenance, and gardening as expenses that should be borne by the institution. Presidents and spouses with young children indicate they would appreciate assistance with child-care expenses incurred while they host or attend an event for their institution. Twelve percent of the survey respondents, mostly at private four-year institutions, say they received help with baby-sitting expenses.

The survey asked specifically about four services—pre-event cleaning, set-up, service during the event, and post-event clean-up. Most public four-year schools (72 percent to 98 percent, depending on the service) pay for these services. The range for private four-year schools is about the same (74 percent to 98 percent). Pre-event cleaning is the least-provided service for all types of institutions.

Perhaps the best advice regarding entertaining comes from the private university president who said, "Never spend money on anything you don't want to see in the audit. When the auditors come in every year, my accounts are the first ones they want to see." In many public institutions, presidents use non-state discretionary funds for entertaining, especially for the purchase of alchohol. Some university foundations bear the cost of entertaining. As stated earlier in this report, the campus and community need to understand better how much the institution benefits from such expenditures.

Conclusion

Despite the time spent planning and attending these events and the risk of misperception, presidents and presidential spouses unanimously agree that the institution profits mightily from presidentially hosted social contacts. "Being entertained as a guest in the university president's home is a significant honor. People consider it so and respond accordingly," says one president. Presidents responding to this survey say they believe the president should sensitize the governing board to this aspect of the job, demonstrating how such efforts result in increased donations and goodwill for the institution.

CHAPTER 5

When is a House Not a Home?

Most presidents can demonstrate that the institution benefits greatly from having its president live in a university-owned house on or near the campus or, with the aid of a housing allowance, in a house large enough for entertaining. Among the presidents who live in their own houses, 57.4 percent report they selected the house knowing they would need to host institutional events there. (Only 43 percent of those in private houses receive any housing allowance, and most of these are in private four-year institutions.)

Although presidents can vouch for the value of the "president's house," they quickly agree they've heard more horror stories about this subject than any other aspect of the presidency, with the possible exception of search and selection procedures. Along with athletic-program debacles, the repairing, remodeling, or maintaining of the president's house ranks high on the list of reasons—or excuses—for which presidents are fired.

Presidents and their spouses, therefore, consider living in a university-owned house to be a decidedly mixed blessing. They recognize the advantages of using the residence to build a sense of campus community, to develop good town-gown relationships, and to entertain and honor university friends, supporters, and donors. At the same time, they are acutely aware that despite assurances to the contrary, they are living in a university-owned facility where privacy is often at a minimum.

Upstairs, Downstairs

The issue of privacy arose frequently in the interviews. In most presidential houses, the downstairs, and sometimes other areas, are considered public space; the presidential family uses this space, but they leave no personal articles lying about. Among presidential families who own their homes, 10 percent set aside space for university entertaining. (These families are primarily those who selected their home with university entertaining in mind.) Most presidential family day-to-day living goes on in the rooms upstairs.

And everyone wants a peek at those private areas. As one presidential spouse put it, "They want to know something about you that nobody else knows, and they are willing to go through closets, medicine cabinets, and bedroom drawers to find it." Many presidents and spouses cordon off private areas when they expect a large crowd, but such barriers only intrigue some curiosity-seekers. One presidential home has a life-sized, soft-sculpture Raggedy Ann doll that sits at the top of the stairs during parties, holding a sign in her hand that says, rather abruptly, "Keep Out, Buster!" Another president hires students to keep visitors downstairs during events.

Another approach to this problem, employed by a number of presidents, is to host periodic open houses. Some hold traditional tours of the upstairs. At one institution, such a tour is a privilege accorded seniors. Students at that institution often tell the spouse, "I can't wait to be a senior and come upstairs and see all your family pictures." One spouse believes that by welcoming visitors into all areas of the home, she can forestall "sneaking around." However, several presidents report having personal items taken from their homes.

Presidents who have gathered art objects in their travels or who have special hobbies or collections find they can satisfy people's inquisitiveness and at the same time "humanize" themselves by showing their collections to guests. In this way, they make use of natural human curiosity to further institutional interests.

It's Not Your House and I Don't Work for You!

Living in the president's house often gives rise to interesting experiences vis-a-vis the university staff. When a female spouse moves into a house where the university housekeeper has outlasted two or more presidents and is probably going to outlast several more, the spouse may find that it's not "her house," it's the housekeeper's. Making changes sometimes seems to take more time—and engender more hostility—than it's worth, although conforming to someone else's pattern is not easy either.

Accessibility to the president's house is another surprise for the new occupants. "Everyone in town has a key to my house," complained one spouse. "Maintenance workers, food-service people, my husband's vice president and secretary—all just walk in."

A maintenance worker at one state university, who early one morning let himself in the front door of the president's house, was startled to be met by the male presidential spouse, on his way to the door in pajamas and robe to get the morning paper. The worker was admonished with the curt directive, "Don't you ever come into this house again without ringing the bell!"

The situation that places the presidential spouse—with no official designation—in a supervisory position over paid household, food service, or maintenance staff is one bound to cause frustration for the spouse and sometimes outright defiance from the staff. One spouse says, "I have no authority, yet I feel an incredible amount of responsibility to the state for this piece of property."

Institutions have developed several approaches to this problem. The president may designate a liaison, perhaps the head of the physical plant, to coordinate work at the president's house with the spouse. Some presidents set schedules for routine maintenance, such as yard work, preventing complaints from workers such as "Mrs. President wants her grass cut again." At some schools, all requests come from the president's office. Although this makes sense if there is no spouse, it may be unnecessary if the spouse is willing to manage the house. (Staff may see the bureaucracy as artificial, if the spouse is actually making the requests.)

The key, found one spouse, is to show staff members that they are working for the good of the institution, not just the president and spouse. At one institution, for example, a spouse was planning an important party for potential donors and needed the grounds crew to clean out the side yard, which had become overgrown. In encouraging the grounds crew as they turned the lot into an appealing setting for the function, she not only kept them

well supplied with lemonade and cookies but explained to them in some detail the university's goal for the party.

Monday morning at 7 a.m., her doorbell rang. She wrapped her robe around her and answered the door. Before her stood two of the grounds crew. "How'd we do?" they asked her. Any president will agree that if you can make the staff, faculty, and trustees feel enough of an ownership that they want to know "how we did," you're on the road to a healthy, successful institution.

Unhealthy Exposure

Closely related to the issue of privacy is that of security. Many presidential houses are located in the middle of campus, which poses privacy and security hazards for the families who occupy them. This was clearly the case on some campuses in the 1960s, with antiwar and civil-rights protests. While the cutbacks and layoffs that some presidents have had to impose in the last few years don't generally incite demonstrations, they have brought irate staff to the house to confront the president or the spouse or prompted disgruntled faculty members' children to taunt the president's children.

Many presidential houses contain valuable donated art and furniture. With anywhere from 1,500 to 5,000 guests passing through the house each year, security must be provided. Some presidents and spouses station someone in each room during events; one spouse hires couples who blend in with the guests, much like department store security guards. But despite these efforts, things disappear.

As one local public official left a reception, his pockets rattled because he had filled them with silver spoons. But no one wanted to accuse him of theft. In another case, a president told his spouse during a reception that a guest had just taken a small house plant in its ceramic pot from the windowsill near the front door and placed it in her large handbag as she left. "I saw her do it," he said, "but I couldn't think just what to say."

People apparently consider taking souvenirs from the president's house, particularly if the house "belongs" to the public, to be on a par with taking towels from a hotel—not really stealing. However, they may be taking the family's personal possessions.

Not "Our House," but the "Only Home" We Have

Some presidents like to stress that the house is their home, calling it "The President's Home." Some on campus may resent that label, feeling it implies that the building is a private, luxurious dwelling for the presidential family. Comments by presidents and spouses about how hard they work often are not taken seriously, because they "live in that mansion on the hill with the big pillars." These presidents may deliberately call it "The President's House" or even "The President's Residence," to emphasize that it is a temporary abode and a campus facility.

But one spouse in our survey says, "I'm in this for the long haul. I don't feel I'm a transient. This is my house and home."

Another says the house was "given" to her by a trustee. "I understood that I was to decorate it for my family needs now, although of course I also understand that it belongs to the college and that the president and spouse who follow us will have it as 'their' house then."

Another says simply: "It's not our house. I know that. But it is the only home we have."

That many presidents have no equity in the real estate market is a problem as well. Presidents who retired at the height of the real estate boom, owning no property, were at a decided hardship. Since then, speakers at presidents' national meetings have emphasized the wisdom of owning real estate somewhere, so that as the real estate market waxes and wanes, the family has some equity.

More presidents talk of "getaway retreats" these days. In the last 30 years or so, when the college presidency evolved into a 24-hour-a-day job, more people accept and understand the idea of a retreat where the president is "not on duty." Preferably, the retreat should not have a telephone and should be fully supplied with food and clothes at all times. Moreover, it should be no more than an hour and a half away, so that it can be used frequently and, if necessary, on the spur of the moment. Almost half the respondents to the current survey report that they now own either a getaway retreat or other real estate.

Even if they see the wisdom of a retreat and have provided themselves with one, presidents may be reluctant to use it as much as they should. Governing board chairs need to monitor closely their presidents' well-being and encourage them to refresh themselves by getting away from it all. Some trustees and donors, sensing their president's almost overwhelming call to duty, have lent them their personal facilities, such as resort condominiums or boats.

And Where Does the Roof Leak?

Maintenance on presidential houses is often neglected in times of budgetary crisis—and when isn't there a budget crisis?

At the reception following one president's inauguration, our interviewer asked of the president, who was an old friend, "And where does the roof leak?" Without a word, the president led the way down the hall to a guest bedroom and pointed upward. The patch on the ceiling was clearly visible.

An alumna who had followed along asked in amazement, "How did you know the roof leaked?"

The reply: "Roofs in presidents' houses usually leak; the money goes to faculty salaries and scholarships instead."

Straight-faced, the president responded, "Yes. What someone ought to do is give the college a 'Gutters and Downspouts Endowment.' If we could keep those in repair, we could save huge amounts on roof replacement."

But no one provides for gutters and downspouts in their wills. Houses age, and sooner or later, major renovation becomes necessary. Furnishings and appliances eventually wear out. Many presidents agree that maintenance of the house is always the last budget item and that some large-ticket renovations can be avoided with proper maintenance. They say the institution should budget for the president's house or provide a housing allowance for presidents who use their private home for university functions. And spouses, if applicable, should help determine the budget or allowance and help decide how to use it.

Some presidents live in university-owned houses without provision in the university budget for upkeep of the property. In one such case, the president and spouse purchased carpet for the house. A number of presidents have provided basic furnishings and amenities, lending their own possessions or soliciting donations of furnishings or money.

As one spouse points out, "There's always going to be ambiguity where there's a university house provided for the president and family. Presidents and governing boards must make clear to the university community and the legislators the extent to which the house is used for the advantage of the institution." As many presidents' contracts state, living in the house is "for the convenience of the institution," not a perk of the presidency.

Ready to Leave? Now Remodel the Kitchen!

Renovating or remodeling the president's house really causes sparks to fly. The roof may be leaking (not in a guest bedroom but even on the heads of the president and spouse), the food-service staff may be muttering unprintable words about serving hundreds of university guests out of the antiquated kitchen, general maintenance may have been neglected for years, and yet faculty, students, trustees, and legislators think that spending money on "the house for the president" is shocking.

One president's advice: "Don't remodel the kitchen until you're ready to leave. Because even if you didn't intend to, you'll be asked to leave after that."

Another president, faced with severe criticism in the local press and in the student newspaper for the "luxurious kitchen that had been installed for the benefit of the university president and his family," invited the two reporters to the house, along with the vice president for development. "I just had my wife bake up some of her good cinnamon cookies and had pitchers of lemonade on hand, and by the time the five of us stood around the kitchen with our cookies and lemonade, we quite filled it."

The reporters were surprised that the kitchen was not so large. But the president didn't stop there. He showed them the commercial ovens and dishwashers and explained how many university friends and supporters were entertained in the house and how such entertaining paid off in financial support. Ensuring that constituents have accurate perceptions of the president's representational role is an essential job of the president and the governing board.

Another common misperception is that presidential spouses remodel houses at university expense simply to suit their own tastes. Governing boards, legislators, and the campus community can be oblivious to the fact that their university-owned house might have been built to accommodate two adults—an older president and spouse—quite nicely, but younger presidents with lively families may have to remodel. Witness the flap when Vice President Dan Quayle and his wife Marilyn moved into the vice president's house with their three children.

"Congress may use $200,000 of taxpayers' money to remodel house for the new vice president," a *Washington Post* headline complained. The fact that before the Quayles arrived there had been no young children in the house and that there were neither enough bedrooms nor enough closet space for their brood was not mentioned until far down in the story. The impression given was that taxpayers' money was being spent at the whim of the new occupants simply to please their personal tastes. But Mrs. Quayle got the bedrooms for her children, and one hopes that an enlightened governing board would remember to look to the comfort and adequate housing needs of the president they hire.

More than 80 percent of the presidential spouses responding to our survey report that they had been involved in a renovation of the president's house. Of those, 96 percent were women, and 4 percent were men. Nearly two-thirds of these renovation projects were

agreed upon when the president was hired. All of the spouses at private two-year institutions who were involved in a renovation said this was the case.

Presidents often think that if the board specifies the work and expense as part of the employment agreement, there will be no adverse reaction to the renovation. Too often, this is not the case. If members of the campus community view the work as an unnecessary expense, they will criticize the board as well as the president, although most of the hostility is usually reserved for the president. The governing board and president must communicate the purpose of owning and maintaining a president's house to the campus and community.

In our survey, about 70 percent of presidential spouses were in charge of managing renovation of the president's house. One spouse responded to the survey question on the renovation of any campus building, "While it cannot properly be stated that the presidential spouse initiated the renovation of a campus building as the president's residence, it CAN safely be asserted that she refused to accompany her husband if she was to be expected to live in the house which served as the residence." She goes on to say, however, that she did indeed live in it for a year and a half and, "in a spirit of generosity born of inexperience," voluntarily agreed to undertake the interior decoration of the renovated residence.

Presidents, when asked if they had informed their community about the purposes of the house and the need for renovation, were almost evenly divided: 46 percent acquainted the community with the project, 51 percent did not. (Three percent did not respond to the question.)

Several interviewees pointed out that similar public-relations problems exist with respect to the president's campus office. If a new president arrives and repaints the office or buys new furniture, there will be an outcry about misspent money, regardless of how badly the office might have needed a facelift. Presidents and spouses realize, but do not seem to communicate adequately, that a guest's or donor's overall impression of the institution may be shaped largely by their first impression of the president's home or office. If carpets are worn to the nub, upholstery is shabby, and drapes are rotting in the sun, they assume, possibly correctly, that nobody's minding the store and that the leadership has no pride in the institution. Trustees and legislators must understand the extent to which the house and office are an extension of the public role of the presidency.

Because colleges and universities benefit greatly from the entertaining presidents conduct in their homes, institutions should provide a budget for regular maintenance, renovation, and servicing functions. If the house is maintained in good condition, new presidents can get off to a running start.

Many presidents point out that the president's house is a "focal point of the community." They describe the pleasure and delight people express at being hosted in the president's home. Every institution lives under financial constraints, of course, and balancing all the institution's needs is a constant struggle, but governing boards should stress the funding of the president's home as a necessary part of the budget.

Fortunate indeed was the college where a benefactor—himself a building contractor who understood such matters—donated not only a house in the adjoining community to be the president's house but also the money for an endowment for maintenance. The house was given with the understanding that the current president and spouse would be free to adjust it to meet the needs of their family. The spouse's grateful reaction was, "For God so loved the world that he didn't send a committee!"

CHAPTER 6

PS: The Presidential Spouse, the Afterthought, the Warm, Personal Touch

And the President's Lovely and Charming Wife

Perhaps not too many female spouses of college presidents want to hear themselves introduced as "the president's ugly and intellectual wife," but it can safely be said that every spouse detests the "lovely and charming" appellation added as an afterthought to the introduction of the president. We haven't collected adequate information yet to be sure of the adjectives used to introduce the male spouse!

All spouses resent being made to feel like an appendage rather than a person. A male spouse described his weariness at having to identify himself as the spouse of the president after seven years of his wife's presidency. Hearing this, a female spouse of a president said with a rather bitter smile, "Why shouldn't the men spouses have to get used to it? We've always been treated as an add-on."

One presidential spouse, who was a widow in her late forties and a full professor at a Southern university when she met her husband, found that many people did not take her seriously. "When people were introduced to me, heard my soft, Southern accent, and learned that I did not then have a career of my own, they literally turned their backs on me at receptions," she says. "They were sure 'the president's lovely wife' had nothing of interest to say."

Yet as one spouse points out, being the "PS, the afterthought, yet [providing] the warm, personal touch," has its attractions. "The benefits to me are in participating in the greatest cause—education of our young people."

"Benefits come to me from being of service to others," says another. "The Presidential Spouse is a full-time job, and I enjoy it."

It takes a strong ego and healthy self-confidence not to be threatened by the attention that surrounds the president. And because spouses are essentially volunteers, few people have any knowledge of their work on behalf of the university unless the president or the governing board make it known. The real rub is that most of what spouses do generally is considered "women's work" and thus is not perceived as a contribution to the university. Don't many spouses keep comfortable, attractive homes and entertain business friends? Of course. But the scope of presidential entertaining pushes the spouse's role out of the realm of normalcy and into a full-time volunteer commitment.

However, most presidential spouses list more advantages to the role than disadvantages. Most often they mention the opportunity to work closely with their spouses. Next on the list is the chance to meet "interesting people from all walks of life." Also, most spouses rank "being a part of educating the future leaders of our country" as one of their most satisfying experiences.

Disadvantages are concentrated around the public nature of the role: "always being a recognized as 'the president's wife' wherever you go," and yet paradoxically, never being recognized for contributing to the advancement of the university.

The Interview

Both male and female spouses are ambivalent as to whether they should be part of the interview process when their spouse is a candidate for president. Some say it is inappropriate, because the institution is not hiring them. Others point out that raising the issue of the spouse's role, in terms of what expectations the university might have and what support it might offer, generally leads to a productive discussion.

Still others say that visiting the campus is the same as being interviewed formally. One spouse says, "You're interviewed anyway—'Where do your children go to college? Do you enjoy entertaining?' (or for the male spouse: 'And what do you do?'). . . so you might as well be talking with the board and presenting some of your own thoughts on the role."

The percentage of spouses who report being interviewed was higher at institutions with their own boards than at institutions with systemwide boards. Fifty-nine percent of the male spouses responding to the survey had been interviewed. One board asked the prospective female president what date would suit her husband for the campus visit and interview and made it clear that they would arrange the date so that he would be included. All of the male spouses responding to the AASCU surveys in 1983 and 1986 reported that they had been interviewed.

Fifty percent of the spouses in a 1985 survey conducted by the National Association of State Universities and Land Grant Colleges said they had been included in the interview process; 84 percent said they would like to be included. Marguerite Corbally reported in her 1977 study that the "final screening process and the final selection process usually involve interviews with the candidates and, in the case of married candidates, with their wives." She went on to say, "They [the search committee] mentioned that it was important to forge bonds of trust between the administrators and other constituencies and that this was often best done in the relaxed atmosphere of a social occasion and prior to the time difficult or controversial decisions had to be made. They also saw her [the spouse] as a link to the citizens of the town, as she would probably have many opportunties to participate in town activities."

Many female spouses say they thought the board wanted to meet them to be sure they "didn't have two heads" or that they "looked the part." Perhaps male spouses now are interviewed for some of the same cosmetic reasons.

Fifty-three percent of the spouses at public four-year schools say they were interviewed, as do 57 percent of those at private schools. At private two-year institutions, 100 percent of spouses report being interviewed, while at public two-year institutions, spouses report being interviewed at a 48 percent rate. In the AASCU surveys of 1983 and 1986, which included four-year public institutions, about 50 percent of the spouses reported being interviewed.

Spouses were invited to the candidate's interview in about 47 percent of the public four-year institutions and 46 percent of the private. Two year schools, public and private, reported 40 and 44 percent, respectively.

In response to the women's movement, many state and individual boards proclaimed no interest in or expectations of the spouse of the president. The old "two for the price of one" arrangement would no longer be assumed. Unfortunately, reality does not quite match these pronouncements.

As one spouse in such a state sadly comments, "We no longer go once a year to a lovely, formal dinner that was given by the governor for state university and college presidents and spouses. Perhaps the state and the board have no expectations of the spouse, but the faculty and community still do, and we've lost any hope of help or support from the college."

The search process is a good time to discuss how the public representational aspect of the presidency will be handled. If the outgoing president has a committed volunteer spouse, and the board is considering replacing him or her with a single president or with a president whose spouse does not wish to take an active role, then plans to help the new president carry out this role should discussed as early as possible. Female presidents, whether married or single, often suffer from the lack of board attention to this aspect of the presidency. They don't receive sufficient support, especially when there is a university house to manage. The fact that the single women presidents work hardest at the public role and entertain the most certainly emphasizes the importance of adequate arrangements.

Great Expectations

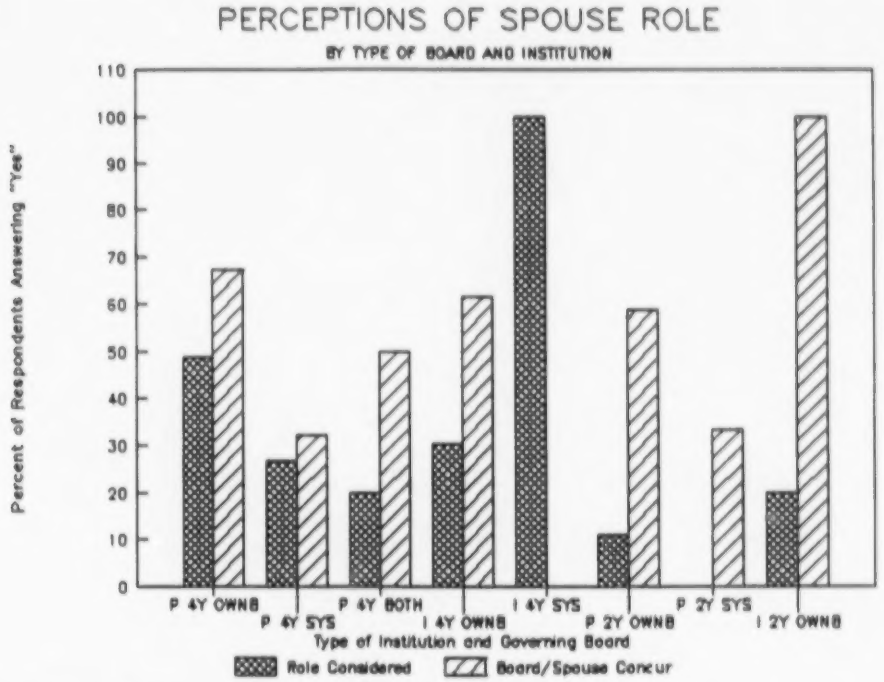
What kind of help and support do spouses really need? One presidential spouse, whose husband came to the presidency from a corporate background, compared the two spousal roles. In earlier years, she had attended perhaps two conventions a year, with other people making all the arrangements. Now, she says, "Being a presidential spouse is like running a small hotel and a restaurant."

Most spouses feel the need to identify their role on a specific campus before they can even begin to determine how they want to handle it—how much to accept, to reject, or to alter. Many of the interviewees told of unspoken expectations on the part of the school's trustees and others in the community and college.

The Perception of Governing Boards

About a third of the spouses at public and private four-year institutions say that their boards had considered the role of the spouse. More than 90 percent of spouses at these institutions agree that expectations had been expressed only informally. Spouses at public and private four-year institutions agree with their board's perceptions of the spousal role at rates of 50 percent and 62 percent respectively. Significantly, about a third are uncertain about whether they see eye-to-eye with the board. Most spouses at two-year schools believe their boards have not considered the role of the presidential spouse. Of the institutions in this survey, almost 80 percent have their own institutional governing board, and 19 percent have a systemwide board. Almost 2 percent have both a system and a local board.

According to the survey, about a third of the spouses say consultation with the president helped them most to define the role. Experience in other activities ranked second, and about 10 percent said the governing board helped. Only 8 percent of the female spouses and none of the male spouses met with their predecessor.



Presidential Spouses Define the Role: Making Choices

Although 75 percent of the presidential spouses say they had knowingly chosen to commit substantial volunteer time to their role, the other quarter felt "volunteered."

"People see me as part of the community," says one spouse. "If I were to say 'this is my husband's job; I don't want to involve myself in anything' they would see it as a deep rejection of them and of the university."

A president comments, "The presidential spouse plays a key role on campus and in the community. Often the perceptions of the spouse lead to success or failure of the president. The tremendous responsibility for the success of social functions on campus and off is often overlooked, and the spouse is taken for granted."

Another spouse: "The governing board asked one question of me: 'Do you like entertaining?' "

It's understandable that spouses feel less than free in choosing whether to commit themselves. The survey asked all spouses: If you were able to freely choose how to apportion your time, what priority would you give to service to your spouse's institution, salaried job, friends, and family? Female spouses, both working and nonworking, placed family first. Working female spouses placed job second and service to the institution third. Nonworking spouses placed service to the institution second. Male spouses placed job first, family second, and service to institution third. Both groups of female spouses placed friends next to their top priorities, while male spouses placed friends next to last (following recreation and travel).

The Male Presidential Spouse

The women's movement has wrought many changes on male and female roles, but not everyone is completely comfortable with the new ways. At one national education

meeting, the program planner obviously had labored to make both male and female presidents feel at home. For one of the events, each president was encouraged to attend and to bring "his or her wife."

Although only 4 percent of presidential spouses are male, they face some of the same situations as female spouses. "Since I am a male, nothing, other than being pleasant, is expected of me," says one. (This is the male equivalent of the "president's lovely and charming wife" frustration.)

"I attend most events held in our home whether for students, faculty, or other university guests (two to three per week). I attend board functions, reunions, and campus athletic events," says another.

"Early in our marriage my wife and I decided that we would go to the place that best suited both of us. Neither of us would accept a position that was wonderful for one but not so wonderful for the other," says one male spouse. "The position of college president was a rare opportunity for my wife. I made a career change (from academia to a profession) so that our family could enable her to take it."

Moving the family to follow the president, attending the many university events, being a "pleasant" representative of the institution—all are functions that a presidential spouse of either gender performs. However, almost all of the male spouses say they do not plan and manage social events as do the female spouses. Usually, the institution hires a "special events coordinator" to do that job.

Some male presidential spouses, mostly in the private sector, have little involvement with the institution. One female respondent has been president of two colleges, and her husband has never visited either one. Their shared time is spent at their home in another state. Others have long-distance marriages and keep in touch by phone.

One benefit of the long-distance arrangement, some women presidents say, is the welcome retreat their husband's home or apartment in another city provides. There, they can relax, write a speech, or simply live for a short time out of the limelight.

Despite the low involvement of some male spouses, others are acutely aware of the opportunity to contribute to the life of the institution. They can join civic or professional groups and speak in behalf of the institution's goals. One has taken the lead in establishing a community committee that is planning a hands-on science museum that will serve five intermediate schools in the area.

This particular spouse developed a strategy for involving himself in the community:

1. Visit the entire campus community. Get an idea of what they need. Be a first-rate listener and put ego aside.

2. Get out into the surrounding community of donors and business people. Repeat procedure.

3. Merge what you have learned; consider your own particular strengths, discuss with your spouse (the president) the most important good you could effect.

4. It is desirable, but not mandatory, that such a project involves town and gown. It is not necessary to take a highly visible role. Create a team, let them get credit—you'll get your job done.

Of particular note these days is the male spouse who is also a faculty member or administrator on the campus where his spouse is president. Dual-career couples are being recruited as a "package deal." Nepotism laws in some states may prevent public institutions from making such arrangements, but even in the public sector many states allow the practice as long as at least one layer of supervision separates the couple.

A male spouse in such a situation comments that he "walks a tightrope" on campus. People assume that he is privy to all the president's thoughts, but the truth is that their time together, like that of all presidential couples, is quite limited. "We sometimes jog together," he says, "but then we make it a point not to talk business."

Male spouses who participate in many campus and community events agree that flexibility is the key. Spouses—male and female—with separate careers won't be able to attend every campus event, and their absence, if explained, will be understood.

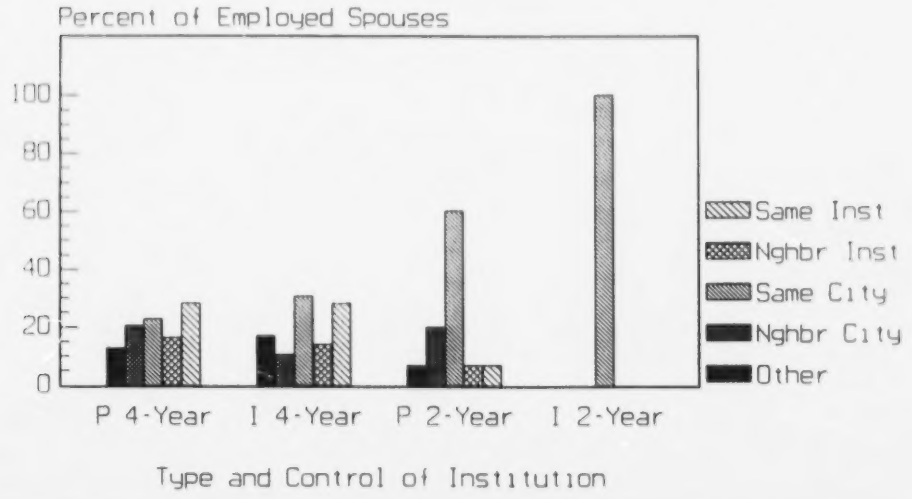
Separate Careers

Female presidential spouses who work at separate careers, either full-time or part-time, tend to make governing boards nervous. Will she still attend university functions? Will she carry on the volunteer duties of the spouse? Will her job be in any way a conflict of interest with the institution? To answer these queries, our survey and interviews gathered a broad spectrum of information on these working spouses.

As a group, they are highly educated: 15 percent have doctoral or first professional degrees, 35 percent have master's degrees, and 44 percent have bachelor's degrees. Of the male spouses, 55 percent have doctorates or first professional degrees, and 45 percent have master's degrees. Of the total group of spouses, working and nonworking, 12 percent have doctoral or first professional degrees, 28 percent have master's degrees, and 47 percent have bachelor's degrees.

Several of the spouses who do not have college degrees described their feelings. One had married directly out of high school, worked while her husband earned his undergraduate college degree, and raised children. She says when she was younger her own lack of education embarrassed her, but as time passes she finds it matters less and less. Another spouse who had been the wife of a president both at a private college and a public university found that people at the private school cared more about her lack of a degree than those at the public institution. Her lack of a degree did not inhibit her in successfully carrying out the activities of the volunteer presidential spouse.

PLACE OF WORK OF EMPLOYED
PRESIDENTIAL SPOUSES
BY TYPE AND CONTROL OF INSTITUTION



Forty-three percent of female presidential spouses work full-time or part-time in a paid position, as noted in Chapter 1. Thirty percent of spouses in the 1984 NASULGC survey reported they worked full or part-time. The Corbally study of 1977 reported very few presidential spouses with their own careers, but two conclusions of this study are noteworthy:

1. The more time a female spouse devotes to her own profession, the less likely she is to perceive "too little time for own activities" as a disadvantage of the role of president's wife.

2. The more time a wife devotes to her own profession, the more likely she is to check "own activities not acceptable to the community" as a major frustration.

Although our survey did not specifically ask these questions, opinions gathered in the interviews indicate the observations are still valid. Of the 43 percent working spouses in this survey, almost 80 percent are from institutions with student enrollment of 5,000 or less.

The size of the town where the school was located does not correlate with whether the spouse works. Breaking down the working spouses by size of city shows that from the smallest communities up to 100,000 population, about 50 percent of the presidential spouses work. In cities from 100,00 to 500,000, about 26 percent work. In larger cities of 500,000 to 1 million, 40 percent work, and in cities over a million, 63 percent work. The conventional wisdom has been that it is hard for a spouse to find a job in a small community where the institution is the focal point, but survey statistics refute this assumption. Spouses at smaller institutions and in smaller communities are just as likely to work as those in the more anonymous settings.

Another question centered on whether working spouses had continued an existing career or had sought and found a position after their mates became president, thus identifying them as the "presidential spouse." Almost 18 percent of the working spouses say they found their employment while serving as a presidential spouse. These spouses are the same average age—49—as those who simply had continued their work.

We asked spouses if their mate's appointment to the presidency interrupted their employment. One spouse reports she was working full-time as a curriculum coordinator in a grade school when her husband became president at a private university. She agreed to quit her job and help with the university, provided she could "do what I'm good at." After eight years, she wanted to return to her own career. The governing board officially hired her at a part-time salary of $10,000 a year to continue her work for the institution.

Eighty-two percent of presidential spouses, both male and female, report they carry on the volunteer role of the presidential spouse, regardless of whether they also work. Their time commitment differs slightly: Nonworking spouses and those who work part-time say they spend an average of five hours planning a university function, and those who work full-time spend 3.6 hours.

The hours spent in community volunteer work also varies slightly, with the working spouses spending a little less time than nonworking volunteer spouses. However, 91.5 percent of all spouses give time to community volunteer projects. Presidents as well, regardless of gender, volunteer in the community also at a rate of 91.5 percent.

Effects of Governing Board Support

A real change in the statistics on the working spouse is the growing number of them who work at their mate's institution: 25 percent of the female spouses and almost 10 percent of the male spouses. One spouse says, "The board members all support my teaching role so that our students can get to know me as well as my husband. They are very supportive of all my activities and my part-time work. I realize this sounds totally upbeat . . . [but] I can't remember being as happy and contented as I am now."

Another new development is the commuter marriage. Says one president, "By agreement, my wife will continue her job and residence off-campus [35 miles away]. We have agreed that I will reside on campus and that she will attend and cohost important campus occasions. This has worked well. An essential accompaniment of this is that the college provides a fully furnished house, maid service, and catering for the many college social events. The board seems very content, and we are finding this a good two-career solution."

Could the success and happiness of these two presidential couples be traced directly to interested governing boards who assessed the personal commitments of the president they had chosen and made appropriate arrangements and adjustments? It seems highly likely.

Contrast those situations with the spouse who writes, "In a small town, the position can be quite lonely. I have a great deal of authority [in the presidential spouse's role] but no direct line of responsibility. As a professional woman, I am often frustrated that I am expected to do traditional female things, like menu planning and flower arranging, when I would best serve the institution in a professional position. I am committed to higher education and to the socialization of college students. It is this commitment that sustains my energies, because otherwise our roles carry tremendous pressure, and my role in particular is thankless."

One wonders whether the governing board is aware of this situation and whether it could take steps to improve the quality of this spouse's life.

Several of the volunteer presidential spouses have commented that the female professionals on campus do not see them as role models and are unaware of their contributions to the university. Although this is a concern, it still offers an opportunity for spouses, particularly those who teach, to build bridges with faculty. "It is interesting," says one spouse, "to note that while I get little feedback on how I am perceived here, the few comments made have included mention that female faculty appreciate the fact that I do the same juggling act with family and job that they do."

How Much Time Does the Volunteer Role Take?

Because almost all the spouses, working or not, male or female, report that they fulfilled the duties concomitant with their position, we asked the questions: How much of a commitment is this? What was most taxing: the number of hours, the particular hours (daytime, evening, or weekend) involved, or the erratic schedule?

As one spouse says, "The primary liability to me is that the presidential spouse role is not a full-time position, but it does not leave enough time to do a full-time job well. The role calls for sporadic periods of intense activity coupled with lulls which make a sense of normalcy something of a challenge. The role is not a difficult one to fulfill if you enjoy

working side by side with your spouse and enjoy the social exchange. The best support for me is an appreciation of the work that I do for the institution."

Holding down a full-time job was termed "too much" by one spouse. She did it for a year and attended as many university functions as she could. She estimates now that she spends about 50 percent of her time on college-related business. She also volunteers in the community in activities that are related and/or bring benefits to the institution.

Sample Calendar from a New Presidential Spouse

Here are the notes a new presidential spouse kept of a typical week on the job. She previously had served at another large public university. This calendar was first published in the spouses' newsletter, *The Partners Quarterly*, edited by Marguerite Corbally.

Tuesday

Morning: Appointment with campus designer on house redecoration; cleared 15 dates with my husband's secretary for 10 faculty receptions (2,000 total guests) and five town-gown dinners. Planned picnic for crew who got house ready for us.

Noon: Lunch with R and S. They and their husbands know everyone in town. Wrote thank-you notes, paid bills, had calendar session with my secretary.

Evening: Relaxed dinner with friends (a former chancellor and wife). She cautions me to save some time to "be me."

Wednesday

Morning: Bill from grounds crew wants to know what plantings I want; deluged with invitations; faculty wives call about luncheon they'll have here next month.

Noon: Met with town-gown group to plan my "debut" at their next event. Promise to have music group in December and big group in fall (as my predecessor always did). Lesson on the computer from campus information and systems mamagement.

Evening: The president and I introduced at dinner for South Coast Repertory Theatre.

Thursday

Morning: Errands; can't find time to get hair done or get new dress.

Noon: Lunch at University Club with Research Associates. Phone call asks if we'll have party here for opening of Philharmonic Season. Of course.

Evening: Going-away party for the W's.

Friday

Morning: Town-gown party for new members. Introduced to "say a few words." I say very few.

Noon: Lunch with old friend. She reminds me that when I was a presidential spouse before, I had two teenagers, a 5-year-old, no secretary. How do people do it? Finally get hair washed. Write letters under dryer.

Evening: Dinner on campus with RA's and housing staff. Will have group at our house later in the year.

Saturday

Party at the university ranch. We were introduced to the multitude.

Sunday

Relaxed brunch with the L's. Home in time for interview for the city's daily newspaper. Spray paint patio chairs (painters won't do it—they say it will peel right off).

Monday

Morning: My husband called a meeting in his office to discuss plans for entertaining and for his inauguration.

Noon: Lunch at the Interfaith Foundation. I was introduced. Appointment about buying retirement house in faculty housing area. Appointment with architect about building new chancellor's house on campus.

Evening: Reception at library for the president and me; reception on plaza for students in school of management. Reception at U.C. by graduate dean for all TA's.

Tuesday

Morning: My husband off to first regents meeting. I forget breakfast with dean of college of medicine! Go and apologize profusely.

Noon: Picnic for 55 from facilities management.

Evening: We host a reception at the University Club for scholarship recipients. Dinner with R. and H. See "Saint Joan" at South Coast Repertory Theatre.

The time consumed by organizing, not to mention attending and hosting functions, is substantial. It takes many hours out of the spouse's day and may not leave much personal time. One spouse says, "Since I'm in the computer business, I should get all this information into a database; it would make it easier. But I haven't done it so far because I get so resentful thinking of the amount of time it would take me to do the data entry and analysis."

Taking personal time out is advice often given to presidential spouses, but it is not easily followed. Several spouses cite times they tried too hard to carry the load. If a spouse is really shy or has imperative time commitments, such as caring for young children or elderly parents, he or she may find the full load of the volunteer spouse is too much to handle.

Unfortunately, the nature of the role is such that the spouse or the president has to speak up and set limits. Most conscientious spouses and presidents are unwilling to do this. Again, the governing board could be sensitive to the presidential couple's other obligations and provide staff help to lighten the load.

Respondents to our survey generally say their efforts go unrecognized and unappreciated. "The unspoken conviction is that the spouse is held to a different standard of behavior than others on the campus... Unlike others who labor in behalf of the institution, she is expected to do so without any thought of reward, without any representation, and without desire to change either of these conditions," says one spouse.

Says a president: "Some recognition by the governing board of contribution of spouse to presidency would be appreciated. My spouse is great, and my impression is that the governing board couldn't care less."

Another presidential spouse points out that in looking over the survey, it occurred to her that she probably could ask for more help from staff, but her institution is quite small, and she likes to do things herself. She continues, "Should health or circumstances change, I will surely seek the means to carry out these responsibilities with additional help from the college, both in planning and in carrying them through."

A presidential spouse of almost 12 years who has served at three different institutions describes how the role can differ, yet still remain contributory. "I personally believe that the role of presidential spouse is one of the most unique responsibilities a person could have. It presents constant opportunities for interaction with interesting people, provides experiences that most people would never have, and provides constant challenges.

"Each university is different, with its own personality and needs. No one pattern can cover all. I have gone from being completely submerged in all aspects of university entertaining, where we lived on the campus, to now being pretty well removed from the basic planning, since we now live off campus. The president's office handles the nuts and bolts planning. I do belive that this is appropriate no matter where you live because this 'entertaining' is an integral part of university life. I continue to be involved but not depended upon."

An ideal situation, most spouses would say. They all are willing to volunteer their time and efforts in behalf of their institution, but many, even the full-time volunteers, would delight in having the university take on the basic responsibilities, leaving them free to create new projects, evaluate ongoing functions, and otherwise enhance the public image of the institution.

What Do They Accomplish?

- Half a million dollars for an endowed chair in the arts (effort began nine years ago as a gala ball that raised $8,000 in its first year).
- A statewide women's health fair that showcases the university's responsiveness to its community (grew from serving 726 women to more than 2,000 women; added on a "teenage health fair" last year).
- Retrospective exhibition of the art faculty at the city museum of art (celebrated college's centenial).

These few projects initiated by presidential spouses demonstrate dramatic results. More common and less demonstrable are the plethora of projects, events, and even small gestures that spouses perform to foster goodwill and support for their institutions—for example, seating an elderly, dignified donor at a respectable distance in the president's box from the younger, constantly shrieking donor at a football game.

The presidential spouse is always there, looking out for the university's interests. And they do enjoy it. As one spouse says, "Few persons would be immune to the enjoyment of an enhanced prestige as the spouse of a college or university president."

Says another, "I am in a very pleasant situation. I do enjoy my responsibilities as a presidential spouse, I do enjoy entertaining—making new friends and sharing our university with others." She praises her board for its sensitivity. "Our board of trustees has been most generous to me. They allowed us to decorate our university home to meet our family needs and the entertaining needs for the university. They have provided me with help for the house and the university functions. They have appointed me administrative

assistant to the board. I receive a small salary, insurance and retirement benefits. We have a very warm working arrangment based on mutual respect."

Monetary Compensation for the Presidential Spouse

Although a larger number of spouses may now be employed professionally at their mate's institution, very few are paid solely for their work as the presidential spouse. The few who are paid are mostly in the private sector.

Eighty percent of the presidential spouses in the 1984 NASULGC survey and about 60 percent in the 1986 AASCU survey said they did not want to be compensated with money for their work as the presidential spouse. In the current survey, about 76 percent say "no" to such compensation. Of the 24 percent who say "yes," all are female. None of the spouses in the private two-year schools favor monetary compensation, while 100 percent of those in the public two-year schools do. There is no difference in response between the private and public four-year colleges and virtually no difference between working or volunteer spouses. Most of those who favor monetary compensation live in the New England or Mid-Atlantic regions.

"I am one of those who sees more problems than benefits with the idea of financial compensation for spouses," writes one spouse. "I don't want to be evaluated by my husband and would not feel comfortable asking another administrator to evaluate my work."

Evaluation of the spouse's work is one problem. Another is the lack of understanding of the job and the time expended. At one national meeting, a speaker pointed out that so much of the "work" is accomplished in the evenings and on weekends; in other words, at times not obvious to the public. "Oh, my," gasped one spouse. "We have a tennis court right next to the road, and my exercise is to play every morning. I can just see all the commuters driving by and saying, 'That's what we're paying her our tax dollars for!'"

Working for money also brings up the question of job description. Although 80 percent of the spouses report they commit themselves to volunteering for their universities, all say they have some flexibility in choosing their activities. As one state governor's wife wrote in her newspaper column when discussing whether the spouses of governors or of the university president should be paid, "I spend about two-fifths of my time on my 'first lady' duties, so a friend suggested I should negotiate a two-fifths salary from the state. 'And let the state legislature write my job description?' I asked her. 'No thanks!' "

Other Compensation

Sixty-two percent of the spouses favored compensation other than money for their efforts. All of the spouses from private two-year schools favor other compensation (100 percent of the two-year publics favor monetary). The four-year public spouses favor other compensation at a rate of 68 percent to 32 percent, while the private four-year schools are almost evenly divided, 53 percent "yes" to 47 percent "no" for compensation other than monetary.

Thirty-eight percent of the spouses do not want any sort of compensation. Several of these make it clear that they serve to advance the cause of their school and want no return of any kind for their efforts. Although these spouses are not all from theological schools, the sentiments they expressed follow the tradition of the "minister's wife," serving out of

dedication. Those who responded in this way seemed to believe the role of the spouse should not be categorized or analyzed and were somewhat hostile to the enumeration of the spouse's contributions.

What sort of compensation or recognition do spouses want? Most are interested in the new TIAA Special Service Retirement Annuity: Meaningful Recognition for the Spouse of the Campus Chief Executive. Presidential spouses of all nonprofit colleges and universities are eligible (whether their school participates in TIAA or not), and there is no minimum contribution. This annuity was initiated in spring 1990, with the following statement from TIAA President Clifton R. Wharton, Jr.:

"Nearly two decades of heading major universities, and observing many of the campuses of my colleagues, have left me with a profound respect and admiration for the contributions of the spouse of the chief executive. Spouses are full partners in a team effort, and as such they deserve tangible recognition."

Other forms of recognition spouses prefer include having a title such as "associate" or "social manager," tuition remission for spouse and/or for children of the presidential couple, mileage allowance when using a private car for university activity, and insurance on the spouse while acting as a university representative.

Conclusion

Consider the following comments:

- The greatest constraint to fulfilling my role as presidential spouse is the physical and mental stress brought on by the long hours and lack of personal time.
- Being a president's spouse at this school is all work, no glory!
- The most difficult aspect of being "the wife of the chancellor" has been the personal struggle to maintain my self-identity.

How should a governing board react to these spouses? Most of the drawbacks the spouses identify are an integral part of the role, as they would readily agree. Although these problems cannot be solved once and for all, governing boards can still address them. However, they must do it continuously.

When trustees begin to realize how often the spouse is treated as a figurehead, a tag-along to the president, they can devise a more appropriate introduction, perhaps including the spouse's efforts for the university or accomplishments in his or her own career.

In addition to identifying some of the concerns common to most presidential spouses, trustees can head off problems by getting to know their own president's spouse better. For instance, one male spouse felt ignored because no one ever asked him anything about his own career, while another felt constantly cross-examined by the community because he was asked often about his own work. A trustee would have to spend time with these individuals to know how best to make them comfortable in their presidential spouse role.

The need for university support was mentioned frequently in the survey section that dealt with liabilities of the spouse's role. Interestingly, spouses who had only positive comments almost always mentioned their board's recognition of the role and specific support from their university.

The need for "glory" is a very human one. Perhaps an episode related by Judith Viorst, the noted poet and author, is illustrative. Her son, who had not yet mastered tying his shoes, came home from kindergarten one day to report that the class had all clapped for "Billy," who had successfully tied his shoes. The next day he reported that he had tied his own shoes, and the class had clapped for him as well.

"I see," his mother said. "You figured that if Billy could tie his shoes, you could do it, too."

"No," replied the little boy. "I figured if they could clap for Billy, they could clap for me!"

Every college and university has different circumstances and different resources, but each one could applaud the efforts of its presidential spouse, and that's where the help, the support, the "glory" for the role really begin—with appreciation.

CHAPTER 7

Endings and Beginnings: Conclusions of the Report and Actions Boards Can Take

Importance of the Public Role

"Telling the university's story" to students, parents, alumni, faculty, community, legislators, and donors is necessary for a successful institution. The university's "living logos"—president or president and spouse—are in the best position to perform this public representational role.

Presidents and presidential couples are identified so closely with their institution that their "private life" does not exist, except when they are off campus, not on official university business.

Governing boards that commend and support their president and spouse for their volunteer time commitment will enhance efforts made in behalf of the institution.

One presidential spouse says, "Social events are very important in making people feel accepted, cared for, and in helping them to feel a special part of the institution. It is a very demanding job, but one I do with pleasure. Somehow you fit all events into a busy schedule, including family as well as college functions. It is a very rich, exciting life in which every day is different. Our institution provides excellent support for all events, and we have a superior working relationship. Everyone, from janitor to president, feels the importance of their job and the impact it makes on visitors, friends, alums, and so forth. I feel fortunate to have had this opportunity. Involvement is a joy."

According to the survey and interviews of presidents and presidents and spouses, she could very well be expressing the desires of all.

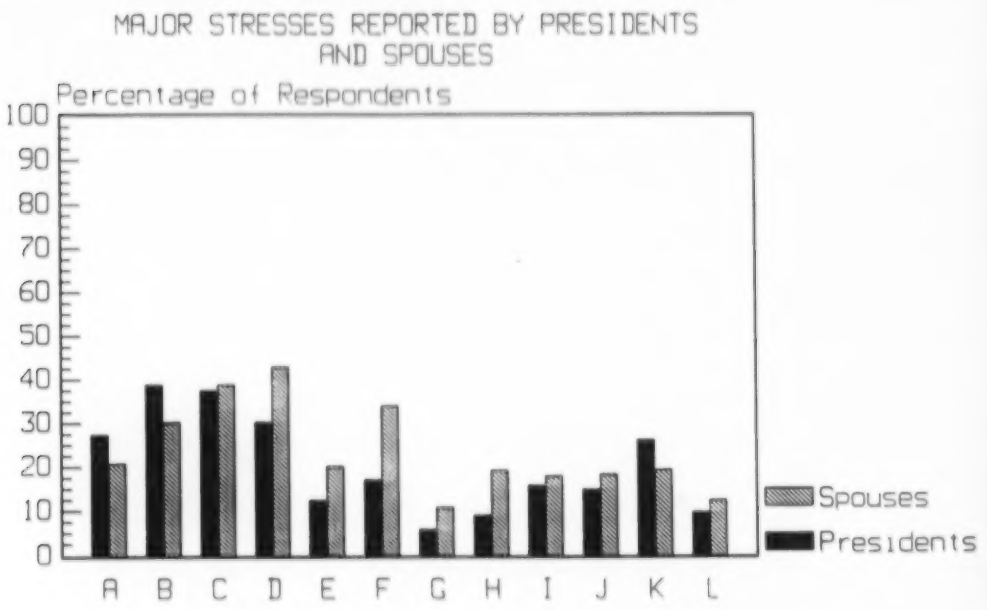
Who Carries Out this Role?

"We have to get across to trustees that the 'two-fer' assumption is not relevant to the 1990s," says an interviewee. "Because these obligations are essential if there is to be a successful presidency, trustees must support the backup person." The fact that the institutions carrying on the highest degree of public interaction are headed by female presidents shows that trustees accept this idea. Many female presidents have staff backup, but not all have as much as they need.

Colleges and universities have not quite caught up to the times in the case of the presidential spouse with her or his own career, however. As one male spouse puts it, "Since I am a male, nothing is expected of me. From past conversations with female spouses, the expectations and/or firm requirements are very significant—probably if Lincoln heard their plight, he would free them."

In 82 percent of the institutions headed by a married president, the spouse involves herself or himself in hosting university functions and attending functions as a representative of the university. The fortunate presidents and spouses are affiliated with institutions where the governing board has recognized the importance of their personal participation and supports them with as much paid staff as the institution's resources allow. The budget for paid staff can come from the office of the president or the development and alumni offices.

How this Role Affects the Private Life of the President and Family



A—Travel for the institution taking you away from home too much
B—Unscheduled but imperative demands on your time by institutional obligations
C—Not enough time for family activities
D—Crises on campus as too much stress for the health of the president
E—Being an object of curiosity and criticism for both town and institution communities
F—Public criticism of your spouse
G—Teasing or taunting of your children about actions taken by the president
H—Lack of definition of the public role expected of the presidential spouse
I—Responsibility for planning institution functions without adequate support (planning, budget)
J—Using significant amounts of family resources (money, household furnishings)
K—Lack of awareness or appreciation of the efforts of the presidential spouse
L—Feelings of being invited to/attending functions as a figurehead

"You do not have a private life . . . everything you do may become public. Never write or say anything you don't want to see on the front page of *The New York Times.*"

—single woman president

"Loss of privacy is the single-most serious liability of any real concern."

—presidential spouse

"Our two daughters, 14 and 10, are part of all the events at the president's house. After all, it's their home, too."

—presidential spouse

"Living in presidential houses can give children an inflated view of the financial status of the family."

—president

The "mystique of the president's upstairs," where presidents and spouses sometimes find guests snooping through their rooms (and even their drawers) to "see how they live," is a good illustration of how public curiosity and expectations impinge on the lives of the presidential family. A teacher scolding a president's child for "not acting like the son (or daughter) of a university president" is another.

One spouse, listening to others commiserate about the attention other people paid to their private lives, spoke up, "Yes, my cook told me people ask her if we 'eat strange things!' I don't know what they expected—snails, frog legs? She told them we were just ordinary folk."

Although politicians and their spouses seem to expect, if not to enjoy, the public curiosity that follows them, university presidents and spouses are generally surprised, astonished, and annoyed.

The second most disruptive aspect of the public role is the amount of time required for university functions and the lack of control over scheduling. Presidents and/or their spouses must defer to the general university schedule when planning to host and attend events. Given the magnitude and importance of these events, personal schedules and plans take a backseat.

Wedding anniversaries, birthdays, children's school events—all may be postponed or ignored because a capital-fund drive event, a big alumni gathering, or budget meetings with the governor take precedence. Many a presidential vacation is interrupted or cut short to attend important university functions or to deal with an unexpected problem.

However, all this "goes with the territory," as most presidents and spouses would say. They willingly make compromises, even if it seems burdensome at times. They simply want a bit of empathy.

What Actions Might a Governing Board Take?

Recognize, revitalize, and compensate according to institutional needs and circumstances are the three actions boards should take. But however the specifics work out, these three actions can enhance the public representational role and immeasurably improve the private lives of the presidents and spouses.

What Do the Presidents Want?

Presidents should be free to negotiate living away from the campus, without prejudice, in the search process. Boards should respect presidents' desires for privacy and financial equity in a home.

Presidents who live in university-owned houses should be provided a budget for regular maintenance, without having to ask for it.

New presidents should have a budget to adapt the university-owned house, if necessary, to the needs of their families, and such a house should be maintained and remodeled when necessary so it can accommodate university events.

Presidents without spouses, and those with spouses who choose not to accept the volunteer role, should have adequate staff help to carry out effectively the public representational role.

Members of the board should facilitate meetings between leading community figures and potential university donors and the president, particularly if he or she is new.

Burnout of the president and spouse is a real concern that boards should address. Long-serving presidents and their spouses deserve sabbaticals to refresh and renew themselves.

Traditionally, many male presidents have relied on their spouses to volunteer for the duties of the presidential spouse. The spouse's role is so often perceived as "women's work," and most spouses do it so willingly and effectively, that even presidents who wholeheartedly devote themselves to the public role may not realize the extent of the activities.

For example, a president and spouse were reading of another chancellor's problems about the use of the home. The newspaper reported the house was used 12 times a year for university functions. "Only 12 times a year, really, only that few?" queried the spouse.

"Yes, that's what it says, but that's about how many times we entertain for the university here, isn't it?" the president asked.

With a furious look, the spouse left the room, and the president could hear her rustling papers in her study. Looking in, he saw her busy with calendars, pencil, and pad. Later he heard her on the phone with his secretary.

The next morning, when the president arrived at his office, a big banner hung over his desk:

NOT 12, 72! it proclaimed.

The president was indeed unaware, as are many board members, of just how hard his spouse worked.

Any support the governing board gives to a spouse in managing these university functions not only benefits the university, but enhances the life, private and public, of the president and spouse.

What Do *Spouses Want?*

- "Boards should remember that the spouse is not superhuman, but there are some things I do really well. Appreciation goes a long way in making a situation more tolerable. Everyone wants to be thanked."
- "It would be helpful for the board and the spouse to explore mutual expectations during the presidential interview process."
- "The greatest failure is that boards don't see the value of these activites, and the role, and support it."

Probably no institution intentionally exploits its president and spouse. Institutions handle these situations quite differently, but boards should be aware that in hiring a president, they are hiring a public person. If the president has a spouse, she or he will be

part of that. Deciding how to support these people is crucial.

In addition to "nuts and bolts" items such as food service for functions, grounds keeping, and household and secretarial help, spouses might receive reimbursement for travel. Almost all national education association meetings that presidents attend, with their expenses paid by the institution, have substantive programs for the presidential spouse. Then there are alumni functions held all over the country. If the spouse attends these events, the university should consider covering the cost.

Most spouses in the survey express a desire to be involved in the interview process in a substantive way. They don't want the usual tours of museums and art galleries, followed by lunch. One prospective presidential spouse startled the search committee by asking to meet with faculty and students. She knew these people would make an impact on her life if her husband accepted the position, and she wanted to meet them. Another spouse requested meetings with community leaders and the mayor. As one spouse says, "We're seriously committed to this endeavor. We're not just decoration."

One spouse has the title of "assistant to the president," a volunteer position. She coordinates special events, serves on committees, helps with restoration and decoration of dorms, public rooms on campus, and new buildings. Her office is a windowless former closet, equipped with a phone, computer, and filing cabinet, but she works hard and enjoys her duties.

One spouse simply says, "Additional finances to help enhance the role would be of help." Another remarks, "I'd like to have total financial support for travel [in behalf of] the university. I'd like to save more money for retirement instead of spending our personal funds for my travel in behalf of our college."

In 1979, state college and university spouses passed a unanimous resolution at their annual meeting asking boards to spell out their expectations of the presidential spouse. A dialogue has since begun, but no conclusions have been reached. For each spouse who wants clear direction, another wants flexibility. Some spouses want no direction at all from the board. Most spouses, however, recognize that they will have to perform the public role at some point, and so they welcome exploratory discussion with the governing board with regard to expectations and university support.

One respondent suggests spouses attend training workshops with the development staff. She says this training would enhance spouses' participation in development activities.

And finally, all spouses say, appreciation is really important, and not necessarily in monetary form. In fact, most say that paying spouses for their efforts creates more problems than it solves. For one thing, how much is such help worth? One spouse says if the trustees offered her $15,000 a year for what she considers to be a managerial job worth $50,000 to $60,000, she would be insulted. She'd settle for some understanding of her efforts, financial support for out-of-pocket expenses, and appreciation. "Thanks doesn't have to be official," one spouse says. "The board members can say nice things. A note now and then would be nice, too."

One spouse puts it succinctly: "Recognition, staff, salary—in that order of preference."

Why Not *Monetary Compensation?*

Although 76 percent of all spouses responding to this survey say they do not want monetary compensation for their efforts, this question deserves a little more discussion,

partly because it's a recent phenomenon, and partly because in our culture, money indicates the value of work.

Anyone who does volunteer work, no matter how mentally or physically demanding, will agree that their work is not valued the same as if they were being paid for it. No matter the level of the volunteer's commitment and dependability, people generally think that if one isn't paid, one doesn't have to perform the task or do it well.

Join this sentiment with the fact that institutions hire staff to manage the public role of the presidency if there is no spouse or if the spouse declines involvement. Why shouldn't the willing spouse be paid for "working" for the university? (The male spouses in the survey say they do not want to be paid, regardless of their degree of involvement.)

It has been done before:

- Title: Consultant to the Chairman of the Board
  Salary: Started at $10,000, after working for two years. Salary has increased after five years to $23,000.
  Type of institution: Small private college.
- Title: Administrative Assistant to the Board.
  Salary: Small salary.
  Type of institution: Small private college.
- Title: Development Consultant.
  Salary: $10,000 honorarium, paid by the university foundation.
  Type of institution: Medium-sized public university.
- Title: Presidential Spouse (chosen by the spouse).
  Salary: $4,800; refused a "raise" of $200 after a year because she considers the salary a token recognition.
  Type of institution: Small theological college.

Some problems arise with this method. For example, to whom does the spouse report? How are raises handled? Also, some staff members might not understand the nature of the work and so be resentful of the salary. However, those who advocate pay for spouses say these problems simply must be worked out. Spouses of military and diplomatic personnel have been pursuing this agenda for some years now and have encountered the same problems.

One spouse had a challenging, rewarding professional career before agreeing to join her husband at the location of his new presidency and to become the volunteer presidential spouse. She missed her professional identity and for a time commuted a moderate distance to continue her career. When the juggling act proved too difficult, the president asked his board to employ her and pay her a salary. The board complied, with some members more reluctant than others.

This arrangement, however, has caused irritation among members of the campus, community, and board. Perhaps the moral of this story is that the board should instigate any compensation or recognition for the spouse. It should not come in response to a direct request from the president or spouse. Because the specter of nepotism always haunts a person who is hired by his or her mate's employer, boards should discuss the issue thoroughly, act as one, and be ready to explain their actions to the university's constituencies.

One spouse, in response to the question of whether the spouse should be paid, replied, "Better not. Do other things. Provide money for entertainment, whether from the college or the foundation, travel funds, registration at national meetings, baby-sitting costs." In short, other types of compensation, not salary, are appreciated.

Sabbaticals for Presidents

A sabbatical, which takes its name from "sabbath," is a year of vacation offered to professors every seven years, according to Webster's. In ancient times, tillage of the soil was forbidden every seven years, to allow time for the fields to renew themselves. It is a time of peace, quiet, and rest.

Three months is more common than a year for a presidential sabbatical these days, but the daily responsibility and pressure of the presidency make sabbaticals more necessary than ever.

Listen to this part of a letter from the spouse whose husband has been given a three-month sabbatical after 15 years:

"We bought homegrown strawberries yesterday at a berry farm after a wonderful canoe trip on a freshwater lake and a walk along the beach. What could be better than a day like that?"

And this:

"The very best remedy for our schedule is just doing nothing in the mountains. At the cabin, just sitting on a rock under a pine tree is a real escape and release for us. Not having a phone here is nice, too."

The year-long rest given every seven years probably never will exist for college presidents, and very few of them would be happy to leave their campus for a year anyway. Yet the total change of pace and absence of responsibility for a reasonable period of time produces a rested, renewed, and more effective CEO. Some presidents use the time to study higher education administration, some to renew their acquaintance with their original field of study, others just to "canoe and taste the strawberries." In any case, the benefit to the president and family is obvious. The institution, in return, trades a tired, perhaps "burnt out" leader for a restored one with new and exciting visions for the future of the institution.

And for the New President

If a sabbatical is impractical for an institution, or the president is new, the governing board can still relieve the 24-hour-a-day pressure the president feels. As mentioned before, simple awareness on the part of the board can smooth the way. A board that understands the public role well and communicates its value to constituents is a great help to a president.

Faculty, students, and others may not understand the president's frequent absences from the campus. If he or she is traveling to enlist alumni support or court donors for the institution, the board can communicate this to constituents, who, of course, are the beneficiaries.

Orientation of the new president or president and spouse to a university would be helpful, the interviewees tell us. As described earlier in this report, the time demands of a college presidency are often a big surprise to new presidents and their families. New presidents often find themselves with little guidance at the conclusion of the search process.

A transition team, possibly the search committee, might smooth the way for the new president. The team could ensure the schedule is manageable, without placing the burden of saying "no" on the new president, orient the president to the current situation on campus, and perhaps prevent some of the minor but embarrassing gaffes that always occur when a person steps into a new and demanding leadership role.

The board can also see to it that all presidents take time off. By and large, university presidents are among the hardest working professionals. Their "bosses," if you will, are their governing boards. Spouses may extol the merits of a vacation, doctors may prescribe it, and even presidents themselves know they need time to relax. But until their governing board sends them off—for a sabbatical, a two-week vacation, or a long weekend—many presidents won't do it.

For the Presidential Spouse

Associate Programs

Many spouses in our survey appear to be looking for an identity for the presidential spouse role. To date, about four states have set up associates programs for some or all of their institutions of higher education.

Three years ago the University of California instituted an associate program for the spouses of the presidents and chancellors of its campuses. All of the spouses, including the men, applied for the designation, with the exception of one spouse, who is part of a long-distance marriage and is not active on campus.

These spouses were named "associate of the president/chancellor" to "recognize the contributions and services to the university of those spouses when acting as official agent of the university and/or the president/chancellor—for example, at meetings, workshops, conferences, university and community activities, alumni and fund-raising events, faculty/student/staff activities, and when hosting university events in an official capacity. The appointment also acknowledges the associates' oversight responsibilities in planning and arranging many of the above functions and in the managment of official university residences."

The appointment is conditional on the spouse's being significantly involved in the activities and functions described. The appointment is without salary, but it includes the following:

- A university ID and access to libraries and other facilities;
- Reimbursement of university-related travel expenses and business-travel insurance;
- Workers' compensation coverage for injury arising in the scope of service performed as an associate;
- Defense and indemnification for an associate with respect to claims resulting from acts or omission in the service performed as an associate (except if the associate committed actual fraud);
- May provide automobile allowance for use of a privately owned vehicle in performing university-related activities;
- Business cards; and
- Courtesy parking permits for university-owned facilities.

Reports from this university indicate this program has operated successfully for the last three years.

The University of Wisconsin system, which includes all of the public four-year colleges and universities in the state, instituted a similiar program a year later, which is also successful. Utah and Indiana have initiated similar programs.

Retirement Annuities

Presidents are, of course, insured and guaranteed pensions by whatever system their institution uses, whether TIAA/CREF, the special pension and insurance company for education, or another company or state program. Spouses, as nonemployees, have no such coverage.

TIAA recently created the Special Retirement Annuity for spouses from any nonprofit college or university, regardless of whether it participates in behalf of its employees. The annuity is designed to provide "meaningful recognition for the spouse of the campus chief executive."

For many spouses, this sort of recognition would be valued highly, even if the amount of the annuity was modest. There is no set minimum for the annuity. (One spouse points out that in addition to the recognition granted by funding a modest annuity, an annuity of substance would be nice, as well!)

Direct Financial Support of the Public Role

A few presidents and spouses still finance university functions out of their own personal funds. Some are not reimbursed for food, and a substantial number use their own furniture, linens, and china for university guests. Most receive food-service help, whether from the campus or a caterer, for university functions. Other outlays of funds—such as travel expenses—are still a concern for most presidential couples, however.

Regardless of what has gone before, it seems appropriate these days for every university to bear the financial burden for friend-raising and fund-raising events and, depending on its resources, provide secretarial support, household help, and child care, where appropriate.

And Finally, Let's Applaud

Appreciation means a lot. Presidents and their spouses, like everyone else, thrive on recognition for what they do, and like the little kindergarten boy, they would like it if someone "clapped for me, too!"

When spouses were asked what rewards they would devise for themselves, the word most often mentioned is "appreciation." Recognition and understanding of the demands of the spouse's public role, status and respect concomitant to their commitment, material and nonmaterial rewards—all can improve the quality of life for the presidential spouse.

Presidents and their spouses are dedicated to what one called "the greatest cause"—education. They will devote themselves to their cause regardless of the specific circumstances in which they live and work. Their efforts can be enhanced, however, if governing boards, sensitive to their concerns, take action.

Appendix A

Sample Design and Survey Methodology

The sample of institutions for the survey on the representational role of the presidency is a disproportionate stratified random sample. The sample of 608 colleges and universities and specialized schools was drawn from the population of approximately 3,200 institutions of higher education in the United States and outlying areas.

The stratification design was based on the Carnegie institutional classification. Every effort was made to obtain proportional representation by geographic region and by enrollment size. Strata composed of four-year institutions and/or small independent colleges were oversampled.

An introductory letter was mailed to all prospective participants from the sample in January 1990. The letter requested that those willing to participate return a postcard indicating such prospective interest and any mailing information on the spouse or other respondent to the survey that was needed. Because the survey included sections unique to the spouse and others unique to the president, it was important to determine which of the sample presidents were single and which were married.

Letters to accompany the questionnaire were tailored to these different prospective respondents. The letter to the single president indicated which of the survey sections could be omitted. It was also anticipated that the president and/or the spouse might seek assistance from the president's staff in completing sections on entertainment. Therefore, the questionnaire asked whether the respondent was the president, spouse, staff or a combination thereof.

The following percentage distribution shows the different combinations of survey respondents:

Survey Respondents	Percent
President alone	22.4
President and spouse	27.4
President, spouse, and staff	3.5
President and staff	0.8
Spouse	28.2
Spouse and staff	1.9
Staff	4.6
No Identification	11.2

The questionnaire (see Appendix B) was mailed in early February 1990. In April, follow-up telephone calls were made to those participants who had not sent in their surveys. Approximately 400 institutions had by then indicated they were planning to participate. By end of data collection in May, surveys had been received from 259 respondents. This represents 65 percent of the approximately 400 surveys that were sent to contacts at institutions that agreed to participate and 43 percent of the original sample of 608. To produce the tabulations, data from respondents were weighted to adjust for nonresponse within each stratification cell.

Appendix B

American Council on Education
Association of Governing Boards
Project on the Public Role of the College/University Presidency
February 1990

I. Background

Characteristics of the Institution

1. Please circle the letter that corresponds to the region in which the institution is located.
   a. New England: CT ME MA NH RI VT
   b. Mid East: DE DC MD NJ NY PA
   c. Great Lakes: IL IN MI OH WI
   d. Plains: IA KS MN MO NE ND SD
   e. Southeast: AL AR FL GA KY LA MS NC SC TN VA WV
   f. Southwest: AZ NM OK TX
   g. Rocky Mountains: CO ID MT UT WY
   h. Far West: AK CA HI NV OR WA
   i. Outlying Areas: CZ GU PR VI

2. Describe the location of the campus, according to the size of the town:
   a. ❑ Up to 25,000 c. ❑ 50,000-99,000 e. ❑ 500,000-1,000,000
   b. ❑ 25,000-49,000 d. ❑ 100,000-499,999 f. ❑ Over 1,000,000

3. Is the student body primarily: a. ❑ Residential b. ❑ Commuter

4. Are the faculty in collective bargaining contracts? a. ❑ Yes b. ❑ No

Characteristics of the Presidential Family

The President/Chancellor

5. Is the president/chancellor: a. ❑ Male b. ❑ Female

6. What is the age of the president/chancellor? _____

7. How long has the president/chancellor held this position at this institution? _____

8. What position did he/she hold before becoming president of this institution? Please provide title and type of institution. _____

The Children

9. How many children are there in the presidential family? _____

10. What are the children's ages? a. Child 1 _____ c. Child 3 _____
    b. Child 2 _____ d. Child 4 _____

11. What members of the presidential family or extended family are currently living at home?
    a. ❑ Young Children (under age 18) c. ❑ Parents of the President/ Chancellor or Spouse
    b. ❑ Older Children (over age 18) d. ❑ Others

12. Please rank the following list of pressures as they particularly affect the children of the presidential family. **The greatest pressure should be assigned a value of "1." The least pressure, a value of "6."**

a. _____Changing schools
b. _____Health problems
c. _____Loss of friends
d. _____Negative identification by peers
e. _____Other (Specify) _____
f. _____Other (Specify)_____

The Presidential Spouse

13. Is there a presidential spouse? a. ❑ Yes b. ❑ No

If "No," please proceed to section on Housing of the Presidential Family.

14. What is the age of the spouse? _____

15. What is the highest earned degree of the spouse? _____

16. In how many different institutions have you served as president/chancellor's spouse? (Please include your present institution in your calculation.) _____

17. As a president/chancellor's spouse, how many times have you moved from one region of the country to another? **(By region, we mean those listed in question 1.)** _____

18. Please check any or all sources helpful in identifying the role of the president/chancellor's spouse.

a. ❑ Governing Board
b. ❑ Your spouse (the president/chancellor)
c. ❑ Past experience
d. ❑ Documented Traditions
e ❑ Meeting with the previous presidential spouse
f. ❑ Publications (Please specify) _____
g. ❑ Association Meetings (Please specify)_____
h. ❑ Other (Please specify) _____

19. Does planning/attending activities on behalf of the institution require a considerable time commitment? a. ❑ Yes b. ❑ No

20. Were you able to choose the level of this commitment? a. ❑ Yes b. ❑ No

21. If **you** were able to freely choose how to apportion your time, what priority would you give to each of the following? **(Assign a "1" for the highest priority and "7" for the lowest.)**

a. _____Service to higher education (Your spouse's institution)
b. _____Salaried job
c. _____Friends (interests)
d. _____Travel
e. _____Other volunteer commitment (Specify) _____
f. _____Family
g. _____Recreation
h. _____Other (Specify) _____

22. Are you now employed in a paid position? a. ❑ Yes b. ❑ No
If "Yes," check: ❑ full or ❑ part-time.

If "No," please go on to Section on Housing of the Presidential Family.

23. What is your job or career? _____

24. Where do you work?

a. ❑ At your spouse's institution
b. ❑ At a neighboring institution
c. ❑ In your community
d. ❑ In a neighboring community
e. ❑ Other (Specify)_____

25. Did you begin a job or career after becoming a president/chancellor's spouse?
a. ❑ Yes b. ❑ No

26. If you were working before your spouse became a president/chancellor, was the work interrupted when you became a presidential spouse? a. ❑ Yes b. ❑ No

27. If your job/career was interrupted, was it due to:
a. ❑ Family responsibilities
b. ❑ Lack of jobs in the new community
c. ❑ Lack of time because of presidential spouse responsibilities
d. ❑ Requirement by the governing board
e. ❑ Other (Please specify) _____

Housing of the Presidential Family

University-Owned House

28. Do you live in a university-owned house? a. ❑ Yes b. ❑ No

If "No," please go on to next subsection on the private house (after #37).

29. If "Yes," do you pay rent?
a. ❑ Yes (Check either: ❑ Full Rent or ❑ Partial Rent)
b. ❑ No

30. What is the location of the university-owned house?
a. ❑ On campus
b. ❑ Within five miles
c. ❑ Within ten miles
d. ❑ More than ten miles away

31. How many rooms are in the house? _____

32. In the university-owned house, do you set aside certain areas for official entertaining and others for family living? a. ❑ Yes b. ❑ No

33. Please indicate how the university-owned house has been furnished.
a. ❑ Mostly with our own furnishings
b. ❑ Mostly with university furnishings
c. ❑ A combination of both sources

34. Which of the following services are provided by your institution?
a. ❑ Housekeeping
b. ❑ Cooking for the family
c. ❑ Gardening
d. ❑ General maintenance
e. ❑ Other (Specify) _____

35. Which of the above services do you consider most valuable? a. ❑ b. ❑ c. ❑ d. ❑ e. ❑

36. Do you make your home available to university and community groups?
a. ❑ University groups
b. ❑ Community groups
c. ❑ Our home is not available to these groups.

37. Do you own any real estate (locally or elsewhere)?
a. ❑ Vacation Home
b. ❑ Investment property currently rented
c. ❑ Other _____

Private House

38. If you live in your own house, do you receive a housing allowance? a. ❑ Yes b. ❑ No

39. Does this allowance cover the cost of the presidential home: a. ❑ Fully b. ❑ Partially

40. Did the university assist you in obtaining financing for the purchase of your own home?
a. ❑ Yes b. ❑ No

41. What is the location of your house in relationship to the campus?
a. ❑ Within two miles c. ❑ Within ten miles
b. ❑ Within five miles d. ❑ Other (Specify) _____

42. How many rooms are in the house? _____

43. Was planning to use your own home for official entertaining a factor in selecting it?
a. ❑ Yes b. ❑ No

44. Have you set aside certain areas in your own house for official entertaining? a. ❑ Yes b. ❑ No

II. The Public Role of the Presidency

Entertainment

45. In a typical year, please estimate the number of functions given for which the primary audience is:
a. _____The Governing Board
b. _____Fund Raising Constituencies
c. _____Faculty members
d. _____Students
e. _____The Local Community
f. _____Alumni
g. _____Visitors
h. _____State or Federal Representatives
i. _____Other (Please Specify) _____

46. Of the total number of functions in question 45, how many were inspired by a specific need of the institution (i.e., **not** the annual or traditional functions)? For example, a function or series of functions leading to an endowed chair, scholarships, a gift of property, etc. _____

47. Would you please describe one or two of these events for which specific benefits to the institution can be substantiated?

_____

_____

_____

_____

_____

_____

_____

48. Please indicate where the social functions are held, the number, and how many guests attend.

Location	*Number of:* *Functions Per Year*	*Guests Per Year*
a. Presidential home	_____	_____
b. Campus facilities	_____	_____
c. Other (Specify)_____	_____	_____

49. How are these functions planned?

Location	*By: President*	*President Assisted by Staff*	*Spouse*	*Spouse Assisted by Staff*	*Staff*
a. Presidential home	_____	_____	_____	_____	_____
b. Campus facilities	_____	_____	_____	_____	_____
c. Other (Specify):					
_____	_____	_____	_____	_____	_____

50. On the average, how many hours are spent planning a function?_____

51. When the spouse plans/manages these functions, does the institution provide secretarial assistance? a. ❑ Yes b. ❑ No

52. At these functions, how are food and service provided?
a. ❑ By the institution's food service
b. ❑ An outside caterer is hired by the institution.
c. ❑ A member of the presidential family prepares the food.
d. ❑ A combination of a and c.

53. If "c" above, was the cost reimbursed? a. ❑ Completely b. ❑ Partially c. ❑ Not at all

54. At these functions, which of the following services were provided/paid for by the institution?
a. ❑ Pre-function cleaning
b. ❑ Set-up
c. ❑ Service during function
d. ❑ Clean-up

55. When entertaining, where does the china, glassware, silverware, and linen come from?
a. ❑ The family collection
b. ❑ The institution's collection
c. ❑ A combination of both sources
d. ❑ A caterer or food service

56. Are the children included in functions hosted in the home? a. ❑ Yes b. ❑ No

57. Do the children serve guests during these functions? a. ❑ Yes b. ❑ No

58. If the children do serve in this way, are they paid by the institution or the foundation for this assistance? a. ❑ Yes (Please specify) _____ b. ❑ No

59. Does the institution defray costs of babysitting during your attendance at social functions hosted at your home or elsewhere? Please check: ❑ Yes or ❑ No.

60. Does the university/college have an entertainment budget for these events?
a. ❑ Yes b. ❑ No

61. If your university/college has a foundation does it have an entertainment budget for these events? a. ❑ Yes b. ❑ No

62. Do you consider your total entertainment budget (from all sources) adequate?
a. ❑ Yes b. ❑ No

63. Are there guidelines governing what goods or services may be purchased using your entertainment budget? a. ❑ Yes b. ❑ No

64. How many functions per year do the president and/or spouse attend as guests?

Participation	*Total Events*	*How Many Are Alumni Events*	*How Many Are Recruiting Events*
a. President attends alone	_____	_____	_____
b. Spouse attends alone	_____	_____	_____
c. President and spouse attend together	_____	_____	_____

65. Please estimate the average number of hours spent a week on university social obligations, including events hosted and those attended.

President Alone _____ Spouse Alone _____ President and Spouse Together ____

Campus and Community Contributions of the Presidential Family

66. What are the volunteer activities of the presidential family in addition to their activities on behalf of the university?

Volunteer Activities

a. President _____
b. Spouse _____
c. Children _____

67. Has the spouse initiated a project or projects for the institution or the community? What was the goal, the audience that benefited from the project and was it a one-time or ongoing effort? **(Please describe as fully as you wish, on a separate paper and attach.)**

68. Has the spouse been involved in the renovation of a university-owned building? (for example, library, instructional building, gallery, etc.) a. ❑ Yes b. ❑ No
Please specify the building. _____

69. Was she/he the designated manager of this renovation effort? a. ❑ Yes b. ❑ No

70. If "No," please specify the degree of involvement. _____

71. Was this a paid or volunteer effort? ❑ paid effort ❑ volunteer effort

72. What was the reaction of the campus? a. ❑ Positive b. ❑ Negative c. ❑ Not significant

73. Has the spouse been involved in the renovation of a university-owned house? a. ❑ Yes b. ❑ No

74. Was this renovation agreed upon at the time of the president/chancellor's employment? a. ❑ Yes b. ❑ No

75. Was the spouse the designated manager of this renovation effort? a. ❑ Yes b. ❑ No

76. If "No," please specify the degree of involvement. _____

77. Did the president/chancellor and spouse acquaint the community with the plan and need for the renovation? a. ❑ Yes b. ❑ No

78. If "Yes," please describe how this was done. _____

79. Was the reaction from the community to the renovation or to the funds allocated for the renovation: a. ❑ Positive b. ❑ Negative c. ❑ Not Significant

Comment if you wish: _____
_____

III. Relationship to Governing Board

80. Is the institution governed by: a. ❑ Its own board b. ❑ A system board

81. Is the institution affiliated with a religious organization? a. ❑ Yes b. ❑ No

82. Has the board considered the role of its institution's presidential spouse?
a. ❑ Yes b. ❑ No c. ❑ Don't Know

83. Has the board or its members expressed its expectations of the president's spouse?
a. ❑ Formally (either in a written document or verbally) b. ❑ Informally

84. Does the spouse's perception of the role of a president's spouse concur with the board's expectations?
a. ❑ Yes b. ❑ No c. ❑ Partially d. ❑ Don't Know

85. If there are differences, please describe. _____

_____

86. Is the spouse encouraged by the board to travel with the president to:
a. ❑ National meetings (i.e., ACE, AGB, AAU, NASULGC, NAICU, AASCU, NAFEO, AACJC, CIC)
b. ❑ State or regional meetings
c. ❑ The institution's off-campus functions (such as alumni functions, etc.)
d. ❑ Other (Please specify) _____

87. If you checked any of the above, indicate whether:
a. ❑ The institution assumes the expense.
b. ❑ The institution's foundation assumes the expense.
c. ❑ The family assumes the expense.

88. Was the spouse invited to the presidential candidate's interview with the board?
a. ❑ Yes b. ❑ No

89. At this interview, was the spouse given the opportunity to ask questions? a. ❑ Yes b. ❑ No

90. At this interview, were any questions asked of the spouse? a. ❑ Yes b. ❑ No

91. Was the spouse interviewed in any way (formally or informally) while the president/chancellor was being considered for his/her present position? a. ❑ Yes b. ❑ No

92. If "Yes," by whom? _____

93. Please describe the type of questions. _____

_____

94. If the spouse expressed to the Board a desire to continue or begin paid employment, please indicate the Board's response.
a. ❑ The Board offered/agreed to assist the spouse in locating employment
b. ❑ The Board responded that it did not want the spouse to seek employment
c. ❑ The Board responded that it preferred the spouse seek only part-time employment
d. ❑ Other, please comment _____

IV. Compensation for the Spouse

95. Do you believe you should receive monetary compensation for managing the presidential family's social activities on behalf of the institution? a. ❑ Yes b. ❑ No

96. Would you prefer some other type of compensation, such as the proposed TIAA Special Service Retirement Annuity? a. ❑ Yes b. ❑ No

97. Do you now have or would you like to have the following perquisites as formalized support for your social management activities as presidential spouse?

Perquisites	*Have Now*	*Would Like*
a. Title, such as "Associate," "Social Manager," etc.	❑	❑
b. University ID and privileges, e.g., library card, gym, parking sticker	❑	❑
c. Tuition remission for spouse	❑	❑
d. Tuition remission for children	❑	❑
e. Mileage allowance when using private car for university activities	❑	❑
f. Insurance while acting as the university representative (host or guest)	❑	❑

V. Observations on the Role of the Presidential Spouse

Please discuss, as you have time, your perceptions of the obligations and responsibilities in carrying out the public role of the presidential spouse. **If needed, please use additional paper.**

a. Benefits to you in fulfilling the role
b. Liabilities/constraints that severely limit fulfilling the role
c. Alterations or improvements to the expectations for the role, and how the role might best be supported by the institution.

Survey completed by: ❑ **president** ❑ **spouse** ❑ **staff**

Stress Test

for the single president and for the president and spouse

This is an opportunity to record your perceptions of the stresses faced in fulfilling the public role of the presidency. This informal "stress test" allows you to check whether the condition described is a major or minor stress in your life.

Condition	President		Spouse	
	Major Stress	Minor Stress	Major Stress	Minor Stress
1. Travel for the institution taking you away from home too much.	❑	❑	❑	❑
2. Unscheduled but imperative demands on your time by institutional obligations.	❑	❑	❑	❑
3. Not enough time for family activities.	❑	❑	❑	❑
4. Crises on campus as too much stress for the health of the president.	❑	❑	❑	❑
5. Being an object of curiosity and criticism for both town and institution communities.	❑	❑	❑	❑
6. Public criticism of your spouse.	❑	❑	❑	❑
7. Teasing or taunting of the children about actions taken by the president.	❑	❑	❑	❑
8. Lack of definition of the public role expected of the presidential spouse.	❑	❑	❑	❑
9. Responsibility (for planning institution functions) without adequate support (budget, staff, resources).	❑	❑	❑	❑
10. Using significant amounts of family resources (money, household furnishings, etc.).	❑	❑	❑	❑
11. Lack of awareness or appreciation of the efforts of the presidential spouse.	❑	❑	❑	❑
12. Feelings of being invited to/attending functions as a figurehead.	❑	❑	❑	❑

Time and Pleasure

for the presidential spouse

Please consider the following list of tasks and **rank them** in terms of those that take the most time and then according to the pleasure you find in doing them. Assign the number "1" to the task that takes the most of your time, and so on through "10." Similarly, assign the number "1" to the most pleasurable activity, etc.

Tasks	Time Spent	Pleasure Received
1. Planning and coordinating institutional social events hosted by the president/chancellor and you	_____	_____
2. Cooking, cleaning, financial planning for these events	_____	_____
3. Renovating, redecorating the university/college home	_____	_____
4. Planning, hostessing for athletic events	_____	_____
5. Attending the social functions as the "presidential spouse"	_____	_____
6. Representing or speaking in public for the institution	_____	_____
7. Editing, revising the president/chancellor's speeches	_____	_____
8. Planning, hostessing events for potential donors	_____	_____
9. Planning, hostessing events for the Board	_____	_____
10. Joining the president/chancellor for travel to international meetings, national, regional and state meetings.	_____	_____

Appendix C

List of Tables

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Appendix D

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Appendix E

Guide to Abbreviations That Appear in Graphs

Graph 2 and following:

P 4-Year	(Public Four-Year Institution)
P 2-Year	(Public Two-Year Institution)
I 4-Year	(Independent Four-Year Institution)
I 2-Year	(Independent Two-Year Institution)

Graph 3:

NE	(New England)
ME	(Mid East)
GL	(Great Lakes)
PL	(Plains)
SE	(Southeast)
SW	(Southwest)
RM	(Rocky Mountains)
FW	(Far West)

Graph 5:

P4Y	Own B	(Public Four-Year Institution with Own Board)
P4Y	Sys	(Public Four-Year Institution with System Board)
P4Y	Both	(Public Four-Year Institution with Both Own and System Board)
P2Y	Own B	(Public Two-Year Institution with Own Board)
P2Y	Sys	(Public Two-Year Institution with System Board)
I4Y	Own B	(Independent Four-Year Institution with Own Board)
I4Y	Sys	(Independent Four-Year Institution with System Board)
I2Y	Own B	(Independent Two-Year Institution with Own Board)